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# RECRUITER



*The United States Army Recruiting Command*



**Annual Awards Winners**



JOURNAL - Jan 96





DEPARTMENT OF THE ARMY  
THE SERGEANT MAJOR  
WASHINGTON, DC 20310-0200



November 17, 1995

**FOR All Army Recruiters and Family Members**

I personally want to express my appreciation to each of you for your hard work and dedication. I am well aware of the many sacrifices that each of you make to keep America's Army first class.

Sometimes the course of nature causes our recruiting efforts to miss its mark. This year alone hurricanes, tornadoes, floods and terrorist activities have hampered our efforts. As this letter is being written, the Continuing Resolution Authority (CRA) is unresolved; it too may cause you to dedicate more time away from your loved ones. Recruiters and their family members have always impressed me with their persistence and determination, and I'm sure you will continue in your commitment to recruit the highest quality young men and women. I also realize that many of you will have extended hours to keep our ranks filled with great Americans.

To the family members, Wilhemina and I wish you the best and ask that you remain steadfast in the Recruiting efforts. We truly believe these tough times shall pass. We are so very proud of your dedication and commitment to America's Army and for making our profession one to be proud of.

*"In Touch with America"*

Sincerely,

Gene C. McKinney  
Sergeant Major of the Army

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**MG Kenneth W. Simpson**  
Commanding General

**S. Douglas Smith**  
Public Affairs Officer

**Kathleen Welker**  
Editor

**Pearl Ingram**  
Assistant Editor

**Emilie L. Howe**  
Assistant Editor

**Joyce Knight**  
Graphics Support

**Greg Calidonna**  
Fort Knox TASC Photography

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*The United States Army Recruiting Command*

# Recruiter Journal

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## *Features*

### **Annual Awards**

— *USAREC announces winners*

7

### **CSA Presents Recruiter of Excellence Awards**

— *Ceremony held at the Pentagon to honor top recruiters*

11

### **Farewell to the DCG-West**

— *BG Hickerson takes a new position in January*

12

### **Golden Knights Come to USAREC**

— *The US Army Parachute Team comes under USAREC control*

14

### **Area Canvassing**

— *A market expansion activity explained by the CSM*

19

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## *Departments*

News Briefs	2	Home Fires	26
Pro Talk	4	Life Signs	27
Ad-Vantage	6	USAR News	28
The Way I See It	16	The Test	29
Field File	21	Success 2000	30
Market Report	27	Salutes	31

## Increases in the Montgomery GI Bill

Under the provisions of title 38 and title 10, U.S.C., monthly rates for the MGIB (Chapter 30) and MGIB-Selected Reserves (Chapter 106) education benefit programs were increased based on increases in the Consumer Price Index. The increase is 2.9 percent. These increases do not effect the Army College Fund (ACF).

The new MGIB (Chapter 30) figures for the active Army are as follows:

Enlistment	Individual Contributions	Government Contributions	MGIB Total	Monthly Payment
2-years	\$1,200	\$10,986.36	\$12,186.36	\$338.51
3-years	\$1,200	\$13,798.32	\$14,998.32	\$416.62
4-years	\$1,200	\$13,798.32	\$14,998.32	\$416.62

The total MGIB/ACF figures remain the same, however, the amount that the Army contributes decreases.

Enlistment	MGIB	ACF	MGIB/ACF Total	Monthly Payment
2-years	\$12,186.36	\$7,813.64	\$20,000	\$555.55
3-years	\$14,998.32	\$10,001.68	\$25,000	\$694.44
4-years	\$14,998.32	\$15,001.68	\$30,000	\$833.33

The Selected Reserve MGIB (Chapter 106) increases to \$7124.40. A full-time student's monthly payment will increase to \$197.90/month for 36 months; a three-quarter time student's monthly payment will increase to \$148.42/month for 48 months; and a half-time student's monthly payment increases to \$98.95/month for 72 months.

Recruiters are allowed to advertise these permanent increases. Advertising and Public Affairs will make changes to existing recruiting promotional materials, when they are due for revision.

- Pittsburgh
- Sacramento
- Santa Anna
- New York City

Point of contact is SGM M.O. Miller, chief, Senior Enlisted Management, (502) 626-0227, DSN 536-0227.

## Civilians of the Year

The USAREC Civilians of the Year for FY 95 have been selected. They are:

### Outstanding Secretarial/Clerical Employee:

Winner — Bernice Yee, clerk/typist (office automation), Headquarters, 6th Recruiting Brigade

Runner-Up — Ann Hutchinson, secretary, Headquarters, 3d Recruiting Brigade

### Outstanding Professional Employee:

Winner — Kevin Lyman, demographer, PAE, HQ USAREC

Runner-Up — Sally Lung, operating accountant, Headquarters, 3d Recruiting Brigade

### Outstanding Program Specialist Employee:

Winner: Jena Stephenson, public affairs specialist, Tampa Recruiting Battalion

Runner-Up: William Butler, supervisory budget analyst, A&PA, HQ USAREC

### Outstanding Technical or Program Support Employee:

Winner — Joyce Conn, legal technician, Staff Judge Advocate's Office, HQ USAREC

Runner-Up — Anita Topczynski, budget and accounting technician, Pittsburgh Recruiting Battalion

## New CSM positions

United States Army Recruiting Command is now authorized and additional 12 command sergeants major (CSM) positions after a five-year pursuit by the headquarters leadership team. The approval comes as an exception to policy which highlights the leaders' determination to develop advancement opportunities for our senior noncommissioned officers.

As currently structured, the 79R military occupation specialty (MOS) did not offer reasonable

opportunities for master sergeants and sergeants major to achieve CSM as other career fields within the Army. With the approval of these 12 battalions, both advancement and CSM assignment flexibility can be achieved.

The 12 battalions that are authorized CSM positions are:

- Baltimore
- Indianapolis
- Philadelphia
- Great Lakes
- St. Louis
- Oklahoma City
- Dallas
- Columbia



## CG's Special Monthly Recognition Award

For Fiscal Year 96, anyone meeting the following criteria will receive the prestigious, numerically designated commanding general's coin.

**Stations:** Recruiting stations that achieve mission box for the Fiscal Year will be recognized in the Recruiter Journal, receive a Special Teamwork Certificate signed by the CG and each recruiter assigned to the station will receive the CG's coin.

**Companies:** Recruiting companies that are successful (all stations box) two consecutive months, qualifies everyone assigned to the company for the CG's coin. This is to include all members of the CLT and staff. The company CLT will continue to be recognized under the CG's Team Excellence Award program.

**Battalions:** Recruiting battalions that have 100 percent stations box for the month qualifies everyone assigned to the battalion for the CG's coin, this includes guidance counselors, all military and civilian staff members.

The Commanding General will continue to present his coin to soldiers throughout the command for outstanding accomplishments as he deems appropriate.

POC is SFC Ayers, 1-800-223-3735, ext. 6-0470/DSN 536-0470.

## Computer system benefits recruiters

A new computer system will make life easier for recruiters and improve the information flow between them and military entrance

processing stations (MEPS). The United States Military Entrance Processing Command (MEPCOM) Integrated Resource System, known as MIRS, will reduce paperwork and give recruiters faster, better access to information on their applicants.

Once all the services have their software on line, the system will eliminate much of the paperwork associated with processing and shipping a recruit, and recruiters will be able to check the status of an applicant at any point in the process. The Army's software is running now, but only gives end-of-day results. The other services are developing software to work with the system.

The system is running at 11 MEPS. The command will continue to field sites until all 65 stations are on line.

Once MIRS is completely operational, recruiters will be able to enter enlistment data on a computer and transfer it to the MEPS electronically. They will input personal data, enlistment data, and contract information such as length of enlistment, pay grade, and job reservation.

"We will want all that information up front," White said, "where presently the paperwork is carried from the recruiter to the liaison to the MEPS. We will want this information front-loaded so we can process information more efficiently. That's the whole idea behind the system."

(MEPCOM release)

## RJ story ideas?

Call 1-800-223-3735, ext. 6-0167, to tell us your story. Comments welcome.

## Invalid CHAMPUS forms

The old yellow CHAMPUS claim form — the DD Form 2520 — submitted by patients for civilian care received under CHAMPUS/TRICARE Standard, will not be accepted for services rendered in the US and Puerto Rico after Dec. 31, 1995.

Beginning Jan. 1, 1996, CHAMPUS/TRICARE contractors will only accept the new white CHAMPUS claim form (DD Form 2642, "Patient's Request for Medical Payment") from program beneficiaries in the US and Puerto Rico. After the first of the year, claims that are filed on the old form will be returned to the sender, to be filed on a DD Form 2642.

Providers of care in the US and Puerto Rico may not use the DD Form 2642 when submitting claims to CHAMPUS/TRICARE contractors. Individual professional providers must use the HCFA 1500 form. Institutional providers will use the UB-92 form.

The DD Form 2520 may still be used, by both patients and providers of care to file CHAMPUS claims for services received outside the US and Puerto Rico.

## Golden Knights

The Golden Knights will appear as follows:

- 24 Feb, MCAS Yuma, AZ
- 14 Mar, Brooke AMC, San Antonio
- 23-24 Mar, Punta Gorda, FL
- 24 Mar, Crested Butte, CO
- 30-31 Mar, Mesa AZ
- 13-14 Apr, MacDill AFB, Tampa, FL
- 13-14 Apr, Nacogdoches, TX

WHO AM I? WHO AM I? WHO AM I?

WHO AM I? WHO AM I?

WHO AM I?

WHO AM I?

WHO AM I?

WHO AM I?

WHO AM I?

by SFC Roy Luttrell, Training and Plans

I came from the ranks of the best military force this universe has ever seen. I am inspired by the 11 leadership principles. My ethics inspire the sense of purpose necessary to preserve this great nation and uphold the constitution of the United States. These values guide the way I lead my soldiers. I am loyal to the Army and the civilian chain of command. I serve to protect America and our freedom. My unit is my family and I will do anything to protect it. My duty is and always will be to do what needs to be done without being told to do so. I accept full responsibility for my actions and the actions of my soldiers. I take initiative and anticipate what needs to be done. Anything I do is done to the best of my ability.

I am a firm believer in selfless service. I always, without reservation, place this nation and mission accomplishment ahead of my own needs or wants. Integrity is my watchword. I would never lie to make my unit look good, because to lie is disloyal and immoral. Integrity is the basis of trust and confidence. I am totally sincere, honest, and candid in my behavior and I expect the same from my

soldiers. I am a role model to all soldiers in America's Army. I know myself and my men. I know human nature and understand how to motivate my troops. I handle the stress for my unit so that my troops don't have to. I know that fear is normal; I accept fear and learn from it.

I know my job and am technically proficient. I have learned how to make mission in the most effective manner. I know my unit and its capabilities. I would never ask a soldier to do something I would not or could not do myself. I care about all soldiers, whether mine or someone else's, because we are one big family. I am disciplined. I train my soldiers to be orderly, obedient, controlled, and, above all, dependable. I can be counted on at any time for any mission. I am willing to give of myself to make my unit a better one. I train, lead, and direct my soldiers as only a "professional" NCO can. I foster cohesion and am committed to mutual respect, trust, confidence, and complete understanding. I know, maintain, and enforce standards. I am a goal setter and I take it personally when I fail to meet a given goal. The goals I set are difficult and not always pleasant, but they are always achievable.

I am a planner because I know that a leader without a plan is planning to fail. I will allow you to make your own plan and give you guidance as deemed necessary for the accomplishment of the mission. I am a decision maker even when the problems seem insurmountable. I accept the responsibility for the results of my decisions. I am mature enough to admit when I am wrong. I am directly or indirectly involved in every mission assigned to my organization.



I am an evaluator who checks things out personally. I am concerned about all tasks, large and small, because I know they all have an impact on the final result. I have the thinking skills of a teacher, coach, and counselor. I reward and punish without prejudice. I question unethical orders. I take care of my soldiers. I treat everyone with respect.

I was chosen because of my impeccable military record as it stood in comparison to my peers. I may have even volunteered my services to this great command, in which case my record must still have been impeccable. Knowing how hard this job is day in and day out, I may have tried frivolously to decline this assignment when first informed of my selection. However, I lost that battle and began my new career as an Army recruiter.

I reported, as ordered by my superiors, to the Recruiting and Retention School. I was full of fear, anxiety, and uncertainty. There I was trained by the best teachers that the Army has to offer. These teachers have the ability to train, lead, direct, and motivate any soldier. I was taught the basics of enlistment eligibility, moral and administrative criteria, programs and options for the RA and USAR. I was taught recruiting management, documents needed for the enlistment process, as well as prospecting and sales techniques. I learned in six short weeks what college students, taking sales and marketing classes, don't absorb in six semesters.

I proved myself as a field recruiter and assistant station commander. I know what it's like to work long hours. I was selected for my current duties based on my past performance as well as my potential for greater responsibility. I am school trained. I am in the most important position related to mission accomplishment. Because of my competitive spirit and my unequaled desire to win — —

## I AM THE STATION COMMANDER !

### *Creed of the Station Commander*

*I am the Station Commander*

*I Will Promote, by Personal Example, the Highest Standards of Recruiting, Stressing Performance and Professionalism.*

*I Am Responsible for Everything That Happens or Fails to Happen in My Recruiting Station.*

*I Will Lead My Recruiters With Tact, Enthusiasm, Firmness and Fairness Earning Their Confidence and Loyalty.*

*I Will Strive to Accomplish the Mission Keeping the Welfare of My Recruiters As One of My Primary Concerns.*

*I Will Never Forget That I Am a Noncommissioned Officer, Recruiter and the Station Commander!*



**“You can count on me.”**

## **New commercials show the Army's human side**

*by CPT Guy Saults, A&PA*

**The first of the Army's four** newest television commercials has already started hitting the airwaves. The first of the four new commercials, entitled "Tribute," aired nationwide on ESPN and NBC on Saturday, December 16. The next three spots, entitled "Paratrooper," "Recon," and "Tanker" will begin airing nationwide on January 14, 1996.

All four of the commercials join the current commercial rotation and will be shown on ABC, NBC, Fox, UPN, ESPN, MTV, and The Comedy Channel during the coming year.

These new commercials are all part of the "Reasons" campaign, which is the Army's effort to show the human side of being a soldier. The commercials show real soldiers performing their assigned duties, and use flashbacks to show the reasons that influence soldiers to join the Army. They are emotionally powerful, dramatic, and show the Army as a great way for young people to get an edge on life.

### ***Tribute to soldiers***

The first commercial, "Tribute," is a 30-second spot that, as its name implies, pays tribute to all the soldiers who have served in the past, those who are serving today, and to those who will serve in the future. It uses a combination of existing footage and new film to deliver its message. This commercial is also produced in a 60-second version. The next

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***Four new commercials are all part of the "Reasons" campaign, which is the Army's effort to show the human side of being a soldier.***

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three commercials are all 30-second spots that are also produced in 15-second versions. "Paratrooper" features CPL Patricia Burdette, who is a parachute rigger at Fort Benning. "Recon" features SPC Frank Sharp and nine other soldiers from the 3d Battalion, 75th Ranger Regiment. "Tanker" features SGT Leonard Peterson and other tankers from the 24th Infantry Division's 2d Battalion, 69th Armor.

### ***Army's re-branding effort***

The "Reasons" campaign is part of the Army's "re-branding" effort. This "re-branding" is an attempt to show all aspects of military service, including training, adventure, travel, and leisure time. Other pieces of the "re-branding" effort include a new look for the RPI inventory, and radio ads that build synergy with the television commercials.

All four commercials were filmed at the same time in October and November at Fort Benning. They will remain in the national television commercial rotation for at least the next year.



# Annual Awards

by Kathleen Welker, RJ editor

**Every year** there is an Awards Board, and every year there is intense anticipation at the Annual Awards Banquet. This year was no different, although the categories had been limited to Regular Army Recruiter of the Year, US Army Reserve Recruiter of the Year, and Soldier of the Year.

This year's board consisted of brigade and staff sergeants major, as well as the chairman of the board, CSM Ernest H. Hickle. And once again this year, the board members agreed it was too close to tell until the actual announcements were made.

Before the announcement was made, SGM Robert Fernandez (Recruiting and Retention School), SGM Minerva Ramos-Lopez (1st Brigade), and SGM Joseph Rodriguez (3d Brigade) all agreed that the competition had been very close.

"We saw a lot of good soldiers," Ramos-Lopez said. "I think the points could only have been different by one or two, so I won't be surprised by any name they call."

CSM Hickle commented that he had never seen as many female competitors as this year. "This is just great," he commented. "In the year that we increased our ceiling for female recruits, we are also seeing outstanding production by our female recruiters. And every single one of these [female] soldiers is rock solid, a great soldier and a great competitor before the board."

During the banquet, USAREC soldiers quietly eyed the competition, patted each other on the back in silent support, and vocally wished each other luck. Before dinner CSM Hickle got up to welcome all participants.

"I can't tell you how proud I am of you," he said. "After 30 years in the Army, I have never been associated with as fine a group of soldiers. You make me proud. Oh, yes, and one thing I want you to think about — except for some of those old sergeants major out there, all of you were recruited, so you are the end product as well. That's why we look for quality — we take from the ranks of the Army their best and brightest, so that this nation's Army will also continue to be served by America's best quality recruits."

"You are here tonight because your company, your battalion, and your brigade thought you were the best at what you do — and you are. No matter whose name we call out tonight, you are all winners. I applaud you all for what you have done for this command, this Army, this country."

After dinner, USAREC commanding general, MG Kenneth W. Simpson, remarked, "It is a real privilege to address this group, for you are the best of the best when it comes to recruiting professionalism. Everyone in this room who competed for these awards deserves congratulations, for you are a very special group of people. Count up the numbers — in order to get here, you had to compete against something like 6,000 other recruiters to get here. That's quite an accomplishment, given the professionalism of USAREC NCO corps."

The CG continued, "I tend to key on a couple of themes, one of which is leadership in high-performing organizations. What separates the good from the great in those organizations is leadership. What makes a great recruiting station or battalion stand out is leadership. That's why I believe so strongly in Success 2000 — when you take the kind of NCOs we have in our recruiting stations and let them have the authority to excel, the right balance of authority to accomplish the mission, it is plain to see that we will succeed in every goal."

After dinner, Bob Hinrichs from the Awards Branch, USAREC Personnel Directorate, described the awards the winners and runners-up will receive. Winners will receive a plaque, a letter of achievement signed by the CG, a \$2,000 savings bond, and a new uniform. Runners-up will receive a plaque, a certificate of achievement signed by their deputy commanding general, and a \$1,000 savings bond.

He then announced the following awards recipients:

- Exhibitor of the Year — SFC John Gifford (Recruiting Support Battalion)
- Instructor of the Year — SFC Dwayne Randall (Recruiting and Retention School)
- Soldier of the Year runner-up — SFC Willie Dixon (2d Brigade)
- Soldier of the Year — SGT Susan L. Creek (3d Brigade)
- USAR Recruiter of the Year runner-up — SFC Debra Liles (1st Brigade)
- USAR Recruiter of the Year — SFC Thomas M. Crowshaw (2d Brigade)
- Recruiter of the Year runner-up — SSG Patrick Feight (5th Brigade)
- Recruiter of the Year — SSG Melessa A. Barbknecht (2d Brigade)

***Congratulations, all!***

# Regular Army

## Recruiter of the Year

**SSG** Melessa A. Barbknecht spent her childhood as an "Air Force brat," but she saw the light and joined the Army. So far, her decision seems to have been a good one — Barbknecht was selected as the Regular Army Recruiter of the Year on Dec. 14, 1995, at USAREC headquarters. She hails from Burlington (N.C.) Recruiting Station, Winston-Salem Company, Raleigh Battalion.

Barbknecht enlisted in November 1983 with an MOS of 74B, which was then a computer operator (now software analyst), a job she kept for more than nine years. Her superiors noted her professionalism and commitment to mission accomplishment early in her career. As a 74B, she was selected above her peers to be the NCOIC of the J6 Joint Service Computer Command, Camp Smith, Hawaii. She was later selected as the team chief of Task Force Alpha at Fort Monroe. Before she came on recruiting duty, she had already earned two Army Commendation Medals and three Army Achievement Medals.

She volunteered for recruiting duty and graduated from the Recruiting and Retention School in February 1994.

"I was not in the right job any more. I was ready for a change — I wanted to get into a field that allowed me to talk to people," she said.

One reason Barbknecht was nominated to compete for the Annual Awards Board was achievement. She was placed in the position of station commander of a failing station while awaiting the arrival of the incoming station commander. While she was in charge, the station boxed each of the three months under her tenure and has continued to do so since — an achievement the station had not previously accomplished.

"I really believe in military service, I suppose because I was raised that way," Barbknecht said. "I think there are a lot of kids out there who needs the Army. I also believe in what the Army has done for me, so I can honestly and truthfully talk to young people about what the Army has done for me and what it can do for them."

2d Recruiting Brigade commander, COL Richard L. Durden, describes Barbknecht's determination, tenacious spirit, and intelligence. He wrote, "SSG Barbknecht



**SSG Melessa A. Barbknecht**

serves as a role model, not only for other female soldiers, but also the young people she comes into contact with by displaying tact, compassion, and prudent decision-making."

Barbknecht says she loves working under Success 2000. "Quality of life is outstanding for us now, and we've made mission box for eight months — we never did that the old way. My station commander, SFC Anthony Evans has confidence in me, and Success 2000 gives me more freedom to try things out. What works for me is spending more time in my schools."

Barbknecht credits her fiancé, Albert Holland, with being very supportive of her schedule and commitment. She also described her (retired Air Force) parents, Chief Master Sgt. Walter L. and Technical Sgt. Janiece Barbknecht, as being very proud of her achievements and supportive of her efforts to provide the strength for America's Army.



# US Army Reserve Recruiter of the Year



**SFC Thomas M. Crowshaw**

The US Army Reserve Recruiter of the Year was announced on Dec. 14 — SFC Thomas M. Crowshaw of the Asheboro (N.C.) Recruiting Station, Winston-Salem Company, Raleigh Battalion. Although he was the honor graduate of his Army Recruiting Course in October 1989, Crowshaw never expected to be selected as the winner.

"The competition was very keen," he said. "Just in talking to the other recruiters as we were waiting our turns before the board, I could tell there were some very sharp people here. We have so many NCOs who work very hard — I am looking forward to representing the USAR recruiters for the next year."

Originally from East Providence, RI, Crowshaw enlisted in March 1978 and was on active duty as a military policeman for 11 years. He was a proven leader even then, receiving the General Douglas MacArthur Award for Distinguished Leadership and being selected for membership in the elite Sergeant Morales Club in Europe.

Then he left the Army, but he says he knew that was a mistake after just three days. So he joined the inactive Reserve. Shortly thereafter, a good friend from his MP days in Baumholder called him up. His friend was an RA recruiter and knew a Reserve recruiting position was opening up.

"Since I had left the service for family reasons, it was the best of both worlds — I could literally see my mother's house from the recruiting station window, and I was back in the Army where I belonged," Crowshaw said. "I was as close to home as possible, which was very important to me at that time, and working in a job that was exciting and challenging."

2d Brigade commander, COL Richard L. Durden, described Crowshaw's recruiting performance as "characterized by total dedication and fierce loyalty, worthy of emulation by others." Crowshaw is frequently asked to serve as a peer trainer for new recruiters, helping to train and inspire them to be successful. Another of Crowshaw's success tactics is his strong Delayed Training Program (DTP), which has a below average DTP loss rate and a better than average Initial Active Duty Training graduation rate.

"I have always been proud to be a soldier and to represent the Army," Crowshaw said. "When I talk to young people about the Army Reserve, I am very direct with them. My recruiter was straight with me when I came in, so I knew what to expect when I got to basic. Now I tell my soldiers, 'This is what you've got to do,' so they are prepared."

"Besides, as a Reserve recruiter, whoever you put in comes home to live in your backyard, so to speak. If you haven't been straight with that applicant, it'll come home to roost."

This ring recruiter credits outstanding mentors in his early recruiting days with helping him set good habits and patterns for success. "I'm not a 'hero,' not the top producer, but I do care about what I do. I care about the guys I work with — it's always been a team effort, we were practicing Success 2000 before there was a Success 2000."

His biggest supporter, Crowshaw reports, is his wife, Linda, closely followed by their 12-year-old son, Thomas. "I couldn't do a fraction of what I do without their constant love and support," Crowshaw said.

# Soldier of the Year

**Winning** USAREC's Soldier of the Year award is no easy feat, especially when you are competing against all non-recruiters in the command. This year's winner, however, is a proven hard-charger — SGT Susan L. Creek from Minneapolis Battalion's S-1 Personnel Section.

Creek is from "way up north" in Fort Fairfield, Maine, and joined the Army in January 1986 as a 71L administrative specialist. The Army sent her almost as far from home as possible, where she spent a four-year tour at Fort Shafter (Hawaii) that she described as wonderful.

She joined the USAREC family two and a half years ago and has made significant contributions to welfare of Minneapolis recruiters ever since, wearing multiple hats as she manages finance, in-processing, and personnel actions, as well as ARADS maintenance and files management. She even serves as the battalion retention NCO, achieving 100 percent of mid-career retention for FY 95 and 150 percent of assigned mission for FY 94.

When asked what is most different about serving USAREC, Creek's response was, "Being away from the military. Having become accustomed to the military way of life, units that live close together, the facilities on post, and then coming to USAREC in Minneapolis, I now realize that recruiting is a hard job that takes a lot of dedication. I knew USAREC was different [from the institutional Army] from the day I got here."

She continued, "These are some of the finest NCOs I've ever met. They have a tremendous dedication to duty — it takes a strong person to get out there and influence teenagers. One of the things that really strikes me is when I go out to our recruiting stations and I see the letters that have been sent back to the recruiters from new soldiers. When I read those letters that say how grateful these new

soldiers are about how they were treated by their recruiters and how well prepared they were when they got to basic, it makes me happy to be working with such dedicated professionals."

A dedicated professional herself, Creek instituted a suspense system that eliminated special duty pay problems in the battalion. She also developed a system to eliminate basic allowance for quarters (BAD) and variable housing allowance (VHF) problems, systems sure to be a crowd-pleaser in any battalion.

In recommending Creek for the Awards Board, COL Robert Westholm, deputy commander of 3d Brigade, wrote: "Sergeant Creek continues to set the pace by performing her duties in an exemplary manner. She is looked upon by her peers as the personification of professionalism. She is a soldier who leads by example, demonstrates unselfish concern for both fellow soldiers and civilians, and possesses keen insight about every aspect of her job."

SGM Patricia Conway, Minneapolis Battalion, described Creek as having "demonstrated superior performance in the field of personnel. Her demonstrated ability in the recruiting arena has placed her well above

her peers."

"My recruiter was honest with me when I joined the Army," Creek said. "He told me what to expect and followed up with me really well. When I had any questions at all, he answered every one. He even called me up after AIT just to see how I had done. I was impressed with his care and concern then, so I am not surprised by the time my recruiters put in with their applicants and DEP members now."

Creek's immediate goals are to be promoted to staff sergeant and to assume a position of more responsibility. Maybe somebody should talk to her about volunteering for recruiting....



**SSG Susan L. Creek**



# CSA presents Recruiter of Excellence Awards

by Kathleen Welker, *Recruiter Journal* editor

On Dec 11, 1995, the Chief of Staff of the Army, GEN Dennis J. Reimer, presented his own Recruiter of Excellence Awards to 30 Army recruiters at a Pentagon ceremony. These USAREC soldiers represented 564 recruiters across the nation who had earned the prestigious award for accession production.

During a four-month period, Army recruiters were to produce a higher number of accession contracts than normal. This time period coincided with the end of the fiscal year and positioned USAREC and TRADOC for success with a higher number of accessions and training seats in FY 96.

With an audience that included Under Secretary of the Army Joe Reeder, the chief of the Army Reserve MG Max Baratz, the Deputy Chief of Staff for Personnel LTG Theodore Stroup, USAREC commander MG Kenneth W. Simpson, as well as many other distinguished guests, GEN Reimer presented Recruiter of Excellence Awards for outstanding performance and commitment to mission accomplishment to the following Army recruiters:

## ***Regular Army Recruiters***

SGT Daniel Gore (Baltimore Bn)  
SSG James Hawkins (Columbia Bn)  
SSG Matthew Nemec (Chicago Bn)  
SFC Lawrence Gillett (Houston Bn)  
SSG Carlos Cotto (Sacramento Bn)

## ***USAR Recruiters***

SGT Jorge Santiago (New York City Bn)  
SFC Brian Hanley (Jacksonville Bn)  
SSG Edward Wojcik (Minneapolis Bn)  
SSG Lyn Austin (Houston Bn)  
SGT Gregory Flummerfelt (Kansas City Bn)  
SGT Mark Martin (St Louis Bn)  
SFC Martha Duenas (Los Angeles Bn)

## ***On Production Station Commanders***

SFC Gregory Massey (Baltimore Bn)  
SFC Johnnie Jennings (Raleigh Bn)  
SSG Jeffery Ingram (Tampa Bn)  
SFC Danny Holman (Columbus Bn)



SSG Ronald Coats (Kansas City Bn)  
SFC Cory Olson (Denver Bn)

## ***Limited Production Station Commanders***

SSG Rafael Contreras (New York City Bn)  
SFC John Wims (Columbia Bn)  
SSG Donnie Harris (Indianapolis Bn)  
SSG Theodore Lidie (Portland Bn)

## ***First Sergeants***

1SG Bruce Sherald (Baltimore Bn)  
1SG Edward Kirshy (Albany Bn, Europe Co)  
1SG Eddie Mathis (Jacksonville Bn)  
1SG Donald Sims (New Orleans Bn)  
1SG Loren Simpson (Sacramento Bn)

## ***Regular Army Nurse Recruiter***

SFC Gary Robertson (Tampa Bn)


## ***USAR Nurse Recruiter***

MSG Earl Elmore (Beckley Bn)

## ***USAR Technical Warrant Officer Recruiters***

SFC Daniel Romanchik (Baltimore Bn)  
SFC Theodore Brown (St Louis Bn)

In the LPSC category, SFC James Rhodes (Kansas City Bn) was also scheduled to receive a Recruiter of Excellence Award from GEN Reimer, but he was unable to attend the ceremony due to an injury.

Before presenting the awards, GEN Reimer described meeting soldiers everywhere he travels. "I am proud of every one of the soldiers I meet.... People make this Army great. Recruiters are at the point of the spear, recruiting and retaining the finest Army in the world." 

# Farewell to the IDCG-West

BG Patricia P. Hickerson is leaving her position with USAREC as deputy commanding general - west and will take over as the commander of the US Army Soldier Support Institute, which recently relocated to Fort Jackson, S.C. Part of her duties there will be to oversee activities at the Recruiting and Retention School, so her connection to USAREC has not been entirely severed.

"When I arrived [in USAREC in October 1994], Success 2000 was just starting and people were uncertain," BG Hickerson commented. "Also, the Recruiter Market Analysis process made total changes in some of my areas, so we had a recruiting force in transition.

"Now I see a lot of confidence, a lot of enthusiasm and initiative. Success 2000 answered a lot of my apprehensions about stress in our recruiting force. Another thing I see about Success 2000, I see our recruiters really immersing themselves in their communities — not that recruiters weren't doing this before Success 2000. But it seems to me now that our recruiters are really broadening their outreach into their neighborhoods and towns into a kind of networking concept. They are developing community support by helping out as sports coaches and color guards, teaching Sunday school, attending the Chamber of Commerce — all activities that bring them into close contact with parents and other influencers in their communities.

"Networking is also not a new idea — good recruiters have used networking for years to generate leads. But Success 2000 challenges recruiters to try things they haven't before; it empowers the station commanders and gives them confidence to try something new. I have seen



**BG Patricia P. Hickerson**

a rise in positive attitudes just since I've been here, and that cannot help but generate initiative. With new business practices that focus on leadership and mission at the station level and encourage trying new things, the station inspires its own creativity."

BG Hickerson sees the recruiter's mission as not just making a number. She repeated CSM Hickle's admonition to "tell the Army story" whenever and wherever a recruiter can, especially to people who are *not* prospects.

"I think it's vital that we keep talking to influencers," Hickerson said. "That's one of the things I've learned in this assignment — that my job was to talk to influencers,

to tell the Army story, because there are fewer and fewer Americans who have military experience. A change in attitude toward the Army starts one-on-one, with the impressions made by the individual recruiter on a parent, teacher, COI, or prospect. If they like the recruiter personally — if they are impressed by the individual personality — their attitude toward the military changes and that change in attitude can make all the difference.

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"A change in attitude  
toward the Army starts  
one-on-one"

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**BG Hickerson discusses Army opportunities with Hoover (Iowa) High School principal William McCullaugh. Also involved in this meeting were Des Moines Recruiting Company commander, CPT Harold Meyers, and JROTC 1SG Sarah Ford and MSG Brian Van Fleet.**



**In gratitude for helping Des Moines Battalion keep afloat during the Great Flood, Hickerson presented a plaque to Mr. Dick Timmerman, president of Multi-Media Incorporated and local COI.**

“Recruiting cannot be a hard sell — it’s a soft sell, a subtle sell. It’s all about rapport with our communities across this nation; it’s about the Army’s image. In every station I visit, someone has letters from soldiers, young soldiers who write back to their recruiter about their experiences in basic training and they say, ‘thanks.’

“I recently spoke with two young women who had returned from basic training. They were split shippers and were home to talk about their experiences with 9th and 10th graders. And they described themselves as being much more disciplined than they could have imagined, neater, more confident and focused, able to work in teams.

“Those 9th and 10th graders are not our market — this year — but if we can influence them to hold a positive attitude about Army service, when it’s their time to con-

sider the Army as an option, we will make our market a little easier,” Hickerson said.

The DCG-W described her job at USAREC as one of trying to open doors for recruiters, “to help the public get to know us, to see soldiers as real people.” As a former MEPCOM sector commander and a self-described personnelist, she had a good notion of what went on in recruiting, but after 15 months on the job, she said she thinks the more she learned, the more there was to learn.

“There is a uniqueness to recruiting that is seen nowhere else in the Army. Elsewhere in the Army, officers are expert in their fields and trained in leadership — in USAREC officers are leaders and not always the *process* experts,” Hickerson said. “For USAREC officers, there are leadership challenges that rival those of any combat arms unit. The essence of recruiting is that this command is comprised of outstanding NCOs who accomplish the mission. The successful leader in this command is one who works in partnership with their first sergeant or sergeant major, to take care of the soldiers and families while accomplishing the mission,” she continued.

“Soldiers in this command have tremendous people skills and leadership skills — which are only getting better under Success 2000. That synergy is what makes USAREC unique, successful, and worthy of emulation. I will miss the recruiters, the people I have worked with in this past year. I am grateful that I had the chance to work in recruiting. I have loved this assignment and wish I could have stayed longer.

“Recruiters are very sharp, very competent soldiers. They are also good citizens who have pride in their units and in what they have done. Most importantly, as I have seen in my travels, our recruiters have, in turn, instilled that pride in their recruits. I am very proud of what they do for this country every day.”

BG Hickerson takes command of the Soldier Support Institute on Jan. 31, 1996. 🌟



**BG Hickerson addresses an all-female DEP function that included both DEP members and parents. (Photos by Tom Guillaume)**

# Golden Knights

by SGT Keith Richardson  
USAPT Media Relations

**Effective** Jan. 1, 1996, the United States Army Recruiting Command became the new higher headquarters for the United States Army Parachute Team, the Golden Knights. USAREC replaces Forces Command as the team's major command.

LTC Danny L. Greene, USAPT commander, said he thinks the change will be advantageous for both the Knights and USAREC. In the past, the Golden Knights have worked closely with recruiting battalions.

"Once the team's show schedule was finalized, we notified recruiting battalions in those areas where we would be traveling," said MAJ Michael Smith, USAPT executive officer. "The recruiting battalion is offered a variety of options ranging from bringing Delayed Entry Program recruits to the show site to meet team members, to arranging an actual demonstration for local high schools."

Recruiting battalions notify their Advertising and Public Affairs offices to schedule the Golden Knights for engagements in neighboring areas. After a scheduled airshow, team members may be held over for a day or two for high school and recruiting engagements. These days are known as add-on days.

SSG Thomas Bullard, a recruiter with the Fayetteville Army Recruiting Station in N.C., has taken advantage of the Golden Knights' popularity in his area. He said he hopes the move will cut down on some of the red tape needed to schedule the Golden Knights for his area.

"Whenever some of the kids see the Golden Knights, it reinforces some to go airborne or it inspires others to join the Golden Knights," Bullard said.

Mary Lou Oreschnik, a public affairs specialist with Minneapolis Recruiting Battalion has also worked closely with the Golden Knights.

"I remember one September the brigade scheduled the team for the whole month. Each battalion had the team for a week. During this month, they traveled to high schools in our area performing demonstrations and talking to the student," Oreschnik said.



Oreschnik described a problem with add-on days in previous year when, by the time the team traveled to the northern part of the country, it was usually in the summer months. This kind of schedule precluded any demonstrations or visit to local schools because they arrived during the summer vacation months. She said she believed are serving the team for a special period of time would eliminate such problems. With USAREC controlling the schedule, add-on days should be more available.

Oreschnik said, when used properly, the Golden Knights are a great benefit to the recruiting battalions. "Besides the glamour of being skydivers, these soldiers also hold other military occupational specialties," she said. "The kids see they can hold both an MOS and be a skydiver on the team. This combination is a broader base to draw from."

At the Raleigh Recruiting Battalion, public affairs specialist Sara Kirk said she would like to get the Golden Knights into her area more often.

"Whenever the team comes into the town, it's like the circus. I would say 99 percent of the people want to see them. Besides giving an excellent show, the team also offers an excellent example of the training the Army provides," she said.

At the team's headquarters at Fort Bragg, the USAPT Media Relations Office offers tours to recruits and high school Junior Reserve Officer Training Corps classes.

"For the 1995 fiscal year, we gave tours to more than 1,900 visitors; 457 of those visitors were high school students," said Donna Council, Media Relations director. "For high school tours, we explain the opportunities that are available in the Army and reinforce the ideal of staying



# come to USAREC

school and remaining drug-free. Then we show them the rewards of that ideal through a screening of our team movie and a visit to the trophy room. We also try to answer their questions about the Army and maybe dispel any misconceptions about the military that they may have," she said.

Since the USAPT's inception in 1961, the organization has always been under the control of FORSCOM. Even though the team will change commands, it will remain at Fort Bragg.

Greene said since the team's primary mission to pro-

mote recruiting and public relations is so dissimilar to FORSCOM's mission, the team's priority for almost everything [in terms of support and resourcing] has been very low. He added that USAREC is more empathetic to the USAPT's needs, since they share the similar mission of promoting the US Army. This move will foster a relationship between the Golden Knights and USAREC that both units hope will be mutually beneficial.

**Below: SGT Ken Kassens, USAPT Media relations Office, gives a student from Oakridge (S.C.) Military Academy some idea of what it is like to be a Golden Knight. (Photo by SGT Pat Arnold)**



# The Way I See It

*All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 week from receipt.*

## A recruiter writes:

I have worked in USAREC for 10 years now, first as field recruiter, then as an OPSC, guidance counselor, and LPSC. Today it seems that recruiters cannot find enough "time" for the most important job at hand, that of finding enough qualified applicants to enlist into our Army.

It's incredible to see that the business world is well equipped with secretaries, copy machines, car phones with beeper capacity, and reputable computers. While we lack these "time efficiency" resources. The beehive that produces the hard earned honey in USAREC starts at the recruiting station level, however, everyone above us has some of these resources!

The reengineering concept of Success 2000 is upon us; it is indispensable that I raise a strong concern to whomever disperses the funding that could channel the funds to this level and critical areas. If it requires using the funds from TV advertising and COI/DEP to provide these resources, so be it!

"Be All You Can Be" is already known from coast to coast, we have been taught to be resourceful with what little we have; but now we must change to compete with the private sector and in the long run it will pay off by more stations crossing the finish line in the long run every RSM.

I strongly suggest that planning and implementation of these "efficiency" resources be utilized. Give us, the experienced station commanders, more time to lead from the front and give our recruiters hands-on training. This is what made us successful to begin with in the field. Instead of fixing so many burdensome reports and manage administrative duties which take up most of our valuable time.

Also look at quarterly missioning instead of monthly to ensure flexibility and prudent time management.

Give us back our GOVs, if the Army can trust us with million dollar equipment in the field, it can trust us with a \$10,000 vehicle.

## Chief of Staff responds:

Thank you for your input to the "The Way I See It." I utilize this system as a means to monitor the effec-

tiveness of the support U.S. Army Recruiting Command Headquarters provides you, the field recruiter. I believe we are on the right track because we have clearly addressed or are addressing the concerns you stated in your letter.

Your first concern, the availability of "time efficiency resources," is a major concern of the Commanding General. Major General Simpson, signed a 10 October 1995 memorandum outlining the distribution of multi-function FAX devices, personal computers, and printers to all recruiting stations in the next 90-120 days. This will provide each recruiting station with facsimile capability, light photocopying capability, and the ability to print documents and electronic forms.

Your second point, concerning "Be All You Can Be" and funding of television ads is an issue that is constantly receiving analysis to determine how much is enough. Clearly, in the recent past, the propensity to enlist has been down. We must ensure we keep the Army in front of America as a whole and the best way to do that is through television. We strive to ensure every penny is spent in the most beneficial manner.

The bulk of your concerns deals with the way you conduct your day-to-day operations. The U.S. Army Recruiting Command has begun a "reengineering" effort that is intended to radically change the way you presently operate. Design teams will review current processes to determine what works, what doesn't work, and what is really required to support the field recruiter. If reports or procedures don't add value to making the recruiter successful, then they will be eliminated. The reengineering effort is not a simple task, it may take up to a year to complete. However, changes will occur along the way to a streamlined and more efficient way of conducting business.

Your last concern was with GOVs. The good news concerning vehicles is that a decision was made to authorize all on-production recruiters a vehicle. These additional vehicles are over and above authorized strength. The bad news is limited production station commanders are still not authorized a vehicle.

Thank you again for your concerns and please continue to let us know how we can better support the recruiter.



# BOSNIA-HERZEGOVINA



## GEOGRAPHY

**LOCATION:** On the Balkan Peninsula in the southeast corner of Europe. Bosnia-Herzegovina shares borders to the west and north with Croatia, with Serbia to the east and Montenegro to the southeast. It has a short western coastline —12 miles—on the Adriatic Sea.

**SIZE:** It covers about 19,741 square miles (51,129 square kilometers), which makes it slightly larger than Tennessee.

**TERRAIN:** The northern part is mountainous and covered with thick forests. The southern part is composed largely of rocky hills and flat farmland.

**HIGHEST POINT:** Mount Plocna, 7,310 ft. (2,228m).

**CAPITAL:** The capital of Bosnia-Herzegovina is Sarajevo, with an estimated 1993 population of 383,000. It was the site of the 1984 Winter Olympics.

**CLIMATE:** Hot summers and cold winters, with a steady rainfall throughout the year. Areas of high elevation have short, cool summers and long, severe winters; mild winters along the coast.

## PEOPLE

**POPULATION:** 4,364,000 (March 1991) -- that's a little less than the population of the state of Georgia. The population density is 85.6 per square kilometer. The citizens refer to themselves as Bosnians, Croats, or Serbians. Many Muslims refer to themselves as Bosniaks.

*This product was adapted from A Soldier's Guide to Bosnia-Herzegovina, which was produced by Headquarters, U.S. Army Europe, Office of the Chief of Public Affairs, and is published as a Command Information booklet under authority of AR 360-81 for the Army's internal audience.*

**LANGUAGES:** Bosnian, Croatian and Serbian are the different names for the same spoken language used by most of the population (commonly referred to as Serbo-Croatian); there are some differences between pronunciation and usage. Two different alphabets are used: The Serbs use a Cyrillic script like Russian; the Croats and Bosnians use a Roman script.

**ETHNIC GROUPS:** Bosnian Muslims make up 44 percent, Serbs 33 percent, and Croats 17 percent of the population.

**RELIGION:** 40 percent are Slavic Muslim, 31 percent are Orthodox, 15 percent Catholic, and 4 percent are Protestant.

## **GOVERNMENTS**

The Republic of Bosnia-Herzegovina:

president of the presidency - Alija Izetbegovic;

president of the parliament - Miro Lazovic;

vice president of the parliament - Mariofil Ljubic.

The Federation of Bosnia and Herzegovina:

president - Kresimir Zubak;

vice president - Ejup Ganic;

chairman of the constituent assembly - Mariofil Ljubic.

Government of the Federation and Republic of Bosnia-Herzegovina:

prime minister - Haris Silajdzic;

deputy prime minister - Jadranko Prlic.

## **TIME, MONEY, ECONOMY**

**TIME:** Bosnia-Herzegovina is in the same time zone as the rest of Western Europe, including Germany and Italy. So if it's 1 p.m./1300 in Sarajevo, it's 1 p.m./1300 in Bad Kreuznach or Vicenza, 7 a.m./0700 on the east coast of the United States, and 4 a.m./0400 on the U.S. west coast.

**MONEY:** In territory controlled by the Bosnia-Herzegovina army, the local currency is

called BH dinars. It does not have a smaller unit. In the territory of Herceg Bosnia, the local currency is called Croat kuna. German Deutsche marks are the most widely accepted foreign currency and may be exchanged in BH banks for local currency. For a better exchange rate, U.S. dollars should be changed into German marks before you arrive in BH.

**ECONOMY:** Bosnia-Herzegovina is ranked next to the Former Yugoslav Republic of Macedonia as the poorest republic in the old Yugoslav federation. Although agriculture has been almost all in private hands, farms have been small and inefficient, and the republic has traditionally been a net importer of food. Industry has been greatly overstaffed, one reflection of the rigidities of communist central planning and management. Bosnia-Herzegovina hosted a large share of Yugoslavia's defense plants. Interethnic warfare in the last three years has caused production to plummet, unemployment and inflation to soar. The country receives substantial amounts of humanitarian aid from the international community.

## **HISTORY**

Bosnia-Herzegovina was part of the Roman Empire during the first centuries of the Christian era. After the fall of Rome, the area was contested between Byzantium and Rome's successors in the West. By the 7th century A.D. it was settled by Slavs.

The 9th century saw the establishment of the neighboring kingdoms of Serbia and Croatia. In the 11-12th centuries, Bosnia came under the authority of the Kings of Hungary. Around 1200 A.D., Bosnia fought for and gained its independence.

In the 14th century, the Ottoman Turks embarked on their conquest of the Balkans. The provinces of Bosnia-Herzegovina formed part of the Turkish (Ottoman) Empire for almost 400 years before the annexation to the Austro-Hungarian Empire in 1878. The population of the provinces was composed of an ethnic mixture



of Orthodox Serbs, Roman Catholic Croats, and Muslims (mainly Bosnian Slavs who had converted to Islam).

Austria-Hungary attempted to end Serbian expansionism in 1914 by declaring war on Serbia; this conflict was to escalate into the First World War. On Dec. 4, 1918, the Kingdom of Serbs, Croats, and Slovenes was proclaimed when the Serbs and Croats agreed with other ethnic groups to establish a common state under the Serbian monarchy. The provinces of Bosnia-Herzegovina formed part of the new kingdom.

Bitter disputes ensued between Serbs and Croats, however, and in January 1929 King Alexander imposed a dictatorship, changing the name of the country to Yugoslavia. During the second World War, Josip Broz Tito's partisans, who were from a variety of ethnic groups, dominated most of Bosnia-Herzegovina, waging war against invading German and Italian troops, the Ustasa regime in Croatia and the Serb-dominated Chetniks.

After the war, Bosnia-Herzegovina became one of the six constituent republics of the Yugoslav federation. In the 1960s, Tito increased Muslim representation in Bosnia-Herzegovina. In 1971 Slav Muslims were granted a distinct ethnic status. With Tito's death in 1980, it became increasingly difficult to keep together the six federal republics comprising Yugoslavia.

## **THE CURRENT CONFLICT**

As Yugoslavia disintegrated, Bosnian Muslims and Bosnian Croats attempted to create an independent Bosnia-Herzegovina, but the Bosnian Serbs opposed it.

In the spring of 1992, independence was declared and officially recognized by the international community. However, the Bosnian Serbs created their own separate Serbian republic within Bosnia-Herzegovina and removed their members from the government.

In 1992, the Bosnian Serbs, assisted by the Federal Army of Serbia, attempted to carve out land for itself within Bosnia. The Federal and

Bosnian Serb armies under General Ratko Mladic, aided by paramilitary groups, began seizing territory in northern and eastern Bosnia, expelled much of the non-Serb population, and engaged in ethnic cleansing, in which intimidation or violence were used to remove all members of other ethnic groups from the area. They also laid siege to Sarajevo.

At the same time, a large group of Bosnian Croats decided to break away, taking most of the remaining territory in Bosnia to form a union called Herceg-Bosna. This led to fighting between formerly allied Bosnian Croats and Bosnian Muslims. In 1992, the United Nations imposed economic sanctions and sent approximately 8,000 troops to protect noncombatants and the "safe zones." The UN also demanded Bosnia remain a single country and not be partitioned into three separate, ethnically pure states. This UN policy was incorporated into the Vance-Owen peace plan, but was rejected by the Bosnian Serbs.

Later that year, the UN came up with the Owen-Stoltenberg plan (almost opposite to the former UN plan), which was rejected by the Bosnian Muslims. As the atrocities and casualties continued to mount, the UN Security Council in June 1993 agreed upon a resolution. It called for the deployment of up to 25,000 additional UN soldiers and gave them the mandate to use force to defend safe areas. Several cease-fires were also negotiated, but were quickly violated. Due to UN sanctions, the Federal Army withdrew all official support from the Bosnian Serbs.

In February 1994, during one of the cease-fires, the Croatian and Bosnian governments resumed their alliance and formed a Joint Federation to oppose the Serbs. In May 1994, the United States, France, Britain, Germany and Russia (the Contact Group) endorsed a plan to leave 51 percent of Bosnia under control of the new Bosnian-Croat Federation, while awarding 49 percent to the Bosnian Serbs. The Bosnian

Serbs rejected this plan and continued their attacks.

In 1994 it was estimated that, since the beginning of the civil conflict in Bosnia-Herzegovina, more than 200,000 people had been killed and many more wounded, while more than 2.7 million people (about 60 percent of the pre-war population) had been displaced. Following NATO airstrikes and attacks by the combined Bosnian Muslim and Croatian armies in the late summer and early fall of 1995, the Bosnian Serbs again considered the peace plan.

A cease-fire was declared Oct. 12, 1995, to be followed by peace talks whose objective is to negotiate a final peace plan. Once this plan is signed by all the warring factions, NATO and other military forces will establish a peace implementation force in Bosnia-Herzegovina.

## DEFENSE FORCES

Before the current crisis, the warring factions were part of the Yugoslav National Army (JNA). The Federal Republic of Yugoslavia Army (JA) came into being in May 1992. It is made up of two-thirds of the former Yugoslav National Army and is subordinate to the Yugoslav government. The JA has 250,000 men, 800-900 tanks, 740 armored personnel carriers, and 1,400 field guns and howitzers.

The Bosnian Serb Army (BSA) comprises 85,000 troops and uses heavy weapons to compensate for lack of manpower. It has received support from the JA and can count on large numbers of irregular soldiers often called Chetniks. Ultranationalist paramilitary groups, like Arkan's Tigers and the White Eagles, also conduct military operations in Bosnia and are suspected of committing some of the worst atrocities of the war.

The Croatian Army (HV) is divided into three components: the Regular Army, Home Defense Force, and Army Reserve. The Regular Army numbers about 45,000 and is made up mainly of conscripts. The Home Defense Force is about 75,000 men and is formed in each Croatian

district, with cities responsible for raising and supplying these units. The Croatian Army Reserve numbers approximately 150,000 men.

The Croatian Defense Council (HVO) was created to provide local defense. Recently four professional brigades have been created, while Home Defense Forces are used to provide security and logistical support. These professional brigades are well trained and are used as elite/shock troops in vital operations.

The Army of Bosnia-Herzegovina (ABiH) was formed from Territorial Defense Forces in Bosnia-Herzegovina and numbers approximately 52,000 troops. Historically, it was the least well equipped of the warring factions, but has a large arms and ammunition manufacturing capability. The ABiH is aided by a small number of Mujahadeen and other volunteers from Islamic countries, who are often used for shock troops due to their fundamentalist-inspired fanaticism.

## RELIGION

Bosnia-Herzegovina is divided into three major religious/cultural groups. Islam, the largest group (Muslim Slavs), comprises approximately 44 percent of the population and makes up most of the government; another 17 percent of the population comprises Croats who are mostly Roman Catholic and allied with the Bosnian Muslims. The Serbs are Eastern-Orthodox and make up approximately 31 percent of the population. The remainder of the population is 4 percent Protestant and 4 percent other religious groups.

### US ARMY RECRUITERS

*Because you are the Army presence in Hometown, USA, you may be asked to comment or discuss the US Army's involvement in Bosnia-Herzegovina. This information is provided for your use and may be locally reproduced for distribution to schools and centers of influence.*



**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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# Area Canvassing

by CSM Ernest H. Hickie

**Did you know** that most recruiters plan and conduct 12-14 hours of face to face prospecting a week? However, only one percent of our contracts actually come from face to face prospecting. Area canvassing on the other hand is rarely planned, but has the potential to generate numerous contracts in the long run.

Recently, I observed two recruiters in a shopping mall. They were talking to everyone that would listen to them, but something didn't seem right. I stopped to talk to them and asked them how they were doing, and I was surprised to learn that neither of them had a clear idea on what they were trying to accomplish.

Area canvassing is a critical component of the recruiting process. If recruiters fail to have a clear plan on how to develop their market, the tougher recruiting is. The point of this article is to pass on a few helpful hints on establishing an effective area canvassing plan, so that recruiters can work smarter not harder.

To begin with, most recruiters have an average recruiting market of 2,500 or more, 17-21 year olds. When a recruiter goes out for the sole purpose of face to face prospecting, they may or may not be successful because they will only talk to a small percentage of their target market. Therefore, it is imperative for recruiters to have an effective area canvassing plan that includes reaching as many members of the local community as possible.

Recruiters who are visible within their community find it easy to build trust and credibility with their target market. This helps recruiters to not only recruit people to join the Army and Army Reserve, but also helps them to develop COIs and VIPs. What is important to remember is that the more people you have helping you spread the word about the Army the better.

Planning is the key to effective area canvassing. One approach to planning area canvassing is by asking the following questions: *When* do you want to go?, *Who* do you want to see?, *Where* do you want to go?, and *What* will you do when you get there?

**WHEN:** Plan area canvassing based on who you want to talk to. Determine where your market is and when they are there, and then go for it. There really is no bad time to go area canvassing, so don't limit yourself by planning area canvassing only during the dead time in-between

***"Face to face prospecting is a lead generation activity with a plan for some quantitative goal, whereas area canvassing is primarily a market expansion activity, that is, posting the area, visiting COIs, et cetera."***

**COL Bruce Terrell**

**Former Commandant**

**Recruiting and Retention School**

telephone prospecting. Try to base your plan around non-peak business hours to limit the chance of becoming an interruption to the businesses you are trying to develop.

**WHO:** Speak to influential members of your community. For instance, have you ever considered meeting with the priest or pastor of the local church? In a religious family the leader of the church plays an important role. Talk to store managers, temporary services managers, and police and fire department recruiters. Go to auto part stores and young women's apparel stores. Visit the local YMCA/YWCA and volunteer to give a CPR class if you are qualified. Meet with the president of civic organizations like the Lions Club or Optimist Club and offer to speak at their next function. Volunteer to assist the Boy or Girl Scouts at one of their meetings. Part of our school program should be to volunteer to assist in coaching a school sports team, or volunteer to advise a school club. The list is endless, the only limit is your imagination.

**WHAT:** The purpose of area canvassing is to get the Army's story out to as many people as possible, and then persuade them to share it with others. When you see the store manager, ask for their rejected employment applications. Explain to the temporary service manager that you come in contact with many quality young men and women. Let the manager know that you are willing to send applicants that are not interested in an enlistment their way, if they will do the same for you.

When you meet with the police and fire department recruiters, ask when their next employment test is being administered and ask if you can set up a table outside the test room. Make sure they know that you will not talk to the their applicants until after the test. Tell the women's

apparel store manager that the Army needs 18 percent of the its enlistments this year to be women. Seek permission to set up a small take one rack in their store. Ask the auto parts store manager if you can put a poster in the window, or leave some brochures on skill training opportunities. Remember when participating with school activities be in the appropriate Army uniform

**WHERE:** Once you have figured out where you want to go, and what you want to do, then you'll want to map out where you're going. Plan a systematic route to the stores, strip malls, housing area, and offices where you want to stop. Then pick out five to ten names from your LRL of people who live in the area and go see them. Figure out what RPIs and posters you want to take with you. You may want to take RPIs specific to a certain individual or group. Make sure you have plenty of business cards. Take along a stapler and tape to hang posters. Ensure that the posters and RPIs have your business card attached or a sticker with the station's address and phone number.

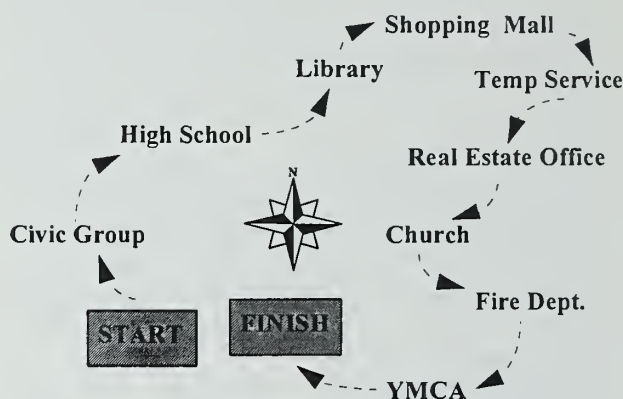
Now it is time to hit the streets. When you stop at the strip mall go into every store there. Remember community awareness is what you are trying to achieve. Stop and talk to all the store owners or managers, you never know, they might even give you a referral. Explain to the store manager why you want to put a poster in the window, and tell them you will keep it up to date. Take the time to explain to the manager what your product has to offer so that when they decide to buy they can make a rational decision. Most young retail store managers are struggling to make ends meet. You never know, you may try to develop a COI and end up getting an enlistment.

When you are conducting house calls, be prepared to present a sales interview if the person is home. If the person is not home leave a door hanger and RPI on the door. If a parent answers the door, tell them why you're there and ask when is the best time to talk to their son or daughter. If you don't have the phone number ask for it now. Better yet, try to give some information to the parent. Reserve recruiters, stop into the local real estate office and ask if any veterans have had problems qualifying for a loan. Explain to the realtor how you can increase a person's income to help them qualify for a loan. You may also want to ask them if they know of any new veterans in the area.

Once you finish area canvassing, keep a record of your area canvassing trip. As they say no job is done until the paperwork is finished, the same is true with area canvass-

ing. Write down where you went and who you talked to, and keep a list of where you placed the posters. Make notes on the type of RPIs and how many that you placed in each rack. Always record the time of your visit. This will help you determine the productivity of your trip. On your next trip you may decide to go at a different time.

Once you have documented your trip, plan a follow up trip to the same area. Yes, I said the same area. Plan to go back to the same area once every two to three weeks.



Posters start to fade after two weeks in the sun. Show the store owner you care about the appearance of their business and replace a faded poster with a new one. If the person gave you a referral, let them know the status of the applicant. If the applicant enlists, offer to buy the individual lunch or show your appreciation in some way.

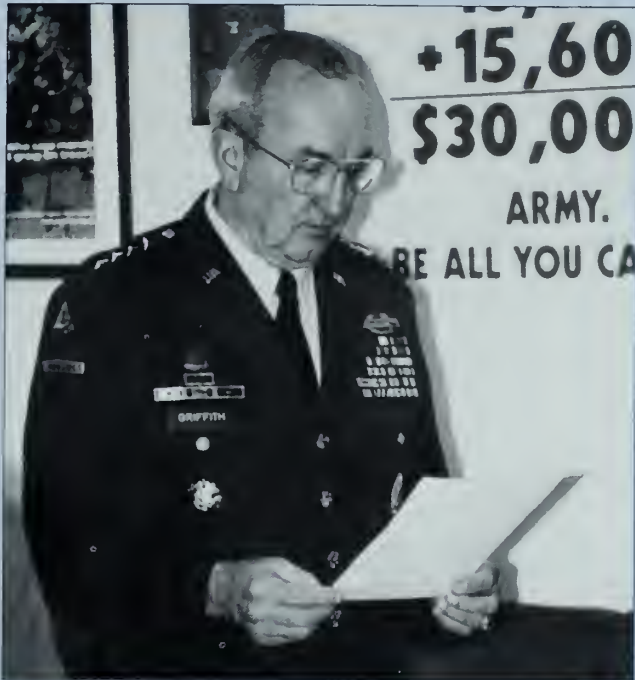
Stop by the civic organization and say thank you for letting you speak to their members. Go back to the temporary service and see if any of the referrals you gave worked out. Most of us stop by the local convenience store on a regular basis. After a short period of time the clerk starts to recognize us and treats us differently. Normally, repeat customers receive a warmer welcome, or a brighter smile, than the first-time customer.

The same holds true in area canvassing. The first time you stop at a store or other business they will treat you like any other interruption. After a few trips and showing the store manager you care about their business, they will start to trust you. When that happens they will start to give you referrals and this will make your job a lot easier.

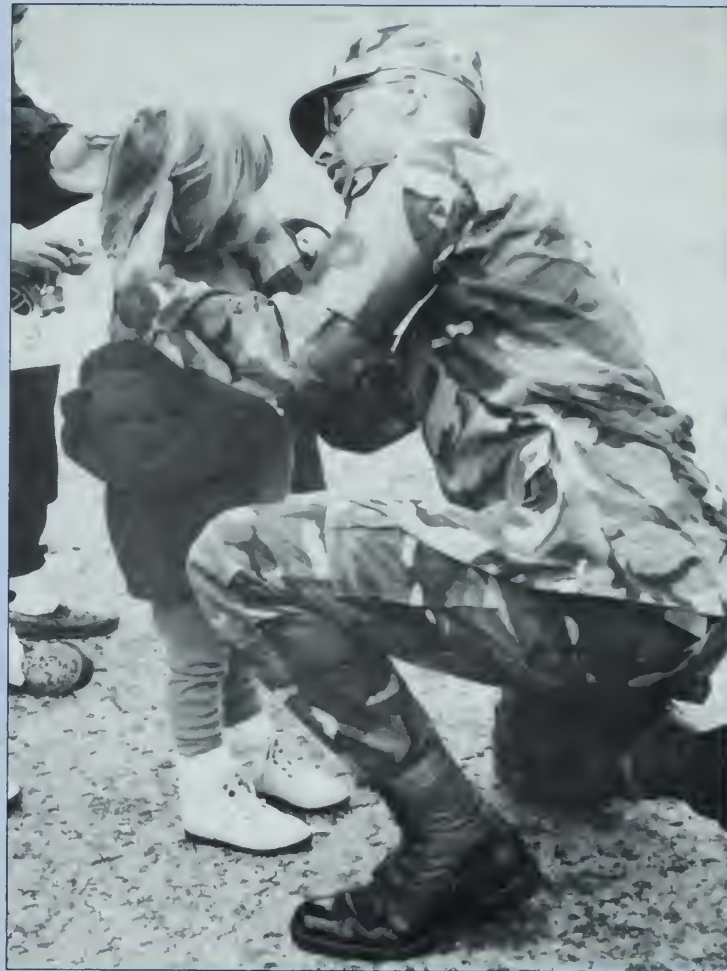
Area canvassing is not a short term lead generation tool, it is a long term marketing development plan. Recruiters must know and understand their community to enhance their recruiting efforts. When all is said and done, area canvassing is just as important as face to face prospecting, if not more, because in the long run you are laying the foundation for your future success.

***Area canvassing lays the foundation for future success.***





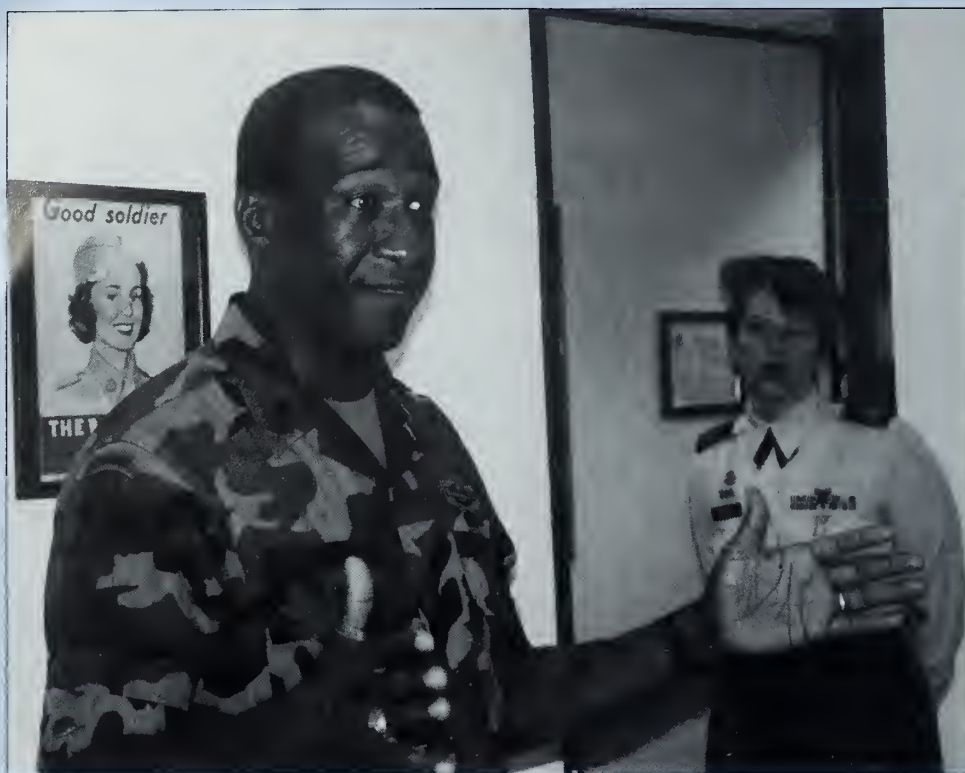
Vice Chief of Staff of the Army GEN Ronald Griffith examines the fighting tools recruiters use to win the fight on their battlefield. GEN Griffith met with recruiters at the Chattanooga East Recruiting Station during a brief visit to his hometown. (Photo by Del Horton)



SPC Kenneth Church demonstrates Army-style face painting for a young admirer during National Red Ribbon Week activities at Dawson Springs, Ky. Church was among 16 members of Fort Campbell's Law Enforcement Command assisting recruiters from Madisonville (Ky.) Recruiting Station at the Dawson Springs Independent School System's Drug Awareness Training Day. More than 650 students and teachers attended a drug awareness (DARE) presentation, static displays by MP tactical and SWAT teams, and K-9 demonstrations using both drug and attack dogs. (Photo by Del Horton)



SFC Glen A. Bickham (right) received an Army Commendation Medal for heroism after pulling a driver from an overturned truck. He and his wife, SFC Rosie M. Bowman, reenlisted at the New York City Battalion. MAJ Stephen J. Torelli (left) reenlisted Bickham and CPT Ida Boyd reenlisted Bowman. (Photo by Ray Aalbue)



Sergeant Major of the Army Gene C. McKinney talks with recruiters about educating soldiers and the importance of the NCOER during his whirlwind visit to the Columbia Battalion.

### Sergeant Major of the Army visits Columbia

*Story and photo by Vernetta Garcia, Columbia Battalion A&PA*

■ Brief, but memorable, the visit by the Sergeant Major of the Army to the Columbia Recruiting Battalion will be remembered by recruiters for some time. Early on a Friday afternoon, SMA Gene C. McKinney dropped in to talk for about 15 minutes with a few recruiters and staff.

"Personally, I think you do a great job," said McKinney as he began the discussion with the recruiters. He stressed that recruiters are recognized by the rest of the

Army for the tough job that they do.

He said recruiters are the first image of the Army that young Americans see, and he wants that image to always be positive.

"If I don't come down and pat you on the back to let you know that the people at the top understand what you're about, then you can't transfer that kind of feeling and motivation to the young men and women on the street," said McKinney.

He then gave recruiters an opportunity to voice their concerns. SSG Rand Bailey from the Dentsville Station and SFC John S. Hicks from Rock Hill Station asked about remaining competitive for promotion and obtaining an education.

"You must do the best you can at what you're doing right now and feel good about it," answered

McKinney. "Wherever you are, be there — and you can't be selfish. You get what you want out of life if you help other people get what they want."

He stressed the importance of the NCOER to get promoted. He described it as the strongest tool used to objectively evaluate soldiers. "The most valuable document has always been and will always be the NCOER. It is the objective way to do business," said McKinney.

He went on to emphasize taking care of soldiers and getting an education. McKinney asked, "How can you maintain an active mind without having education?"

"Taking care of soldiers and getting an education should be a hand-in-glove operation," he said.

It was a whirlwind visit that the Columbia Battalion recruiters and staff will remember.



## Oklahoma City starts partnership with state educators

By Linda Garrett, Oklahoma City Battalion A&PA

■ The Oklahoma City Battalion is using the Army's Planning for Life Award Program to establish a partnership with the state's vocational technical educators.

Army representatives awarded the state's Planning for Life Award at the Oklahoma Vocational and Technical Education Conference in August.

There, recruiters had a chance to talk with vo-tech counselors throughout the state and answer their questions about the Army.

"It was a hit," said Kathy Hamilton, the battalion education specialist. "Counselors are still coming up to me and saying how much they enjoyed it."

The counselors were impressed that recruiters took the time to recognize the Planning for Life

honoree and spend time with the counselors, Hamilton said. The recruiters enjoyed making contacts in a relaxed environment outside of the schools.

The battalion used the conference, which featured its executive officer, MAJ Ronald Bain, as guest speaker, as a stepping stone for establishing a partnership between the Army and the state vo-tech educators.

"We're both working toward the same goal — helping young people make intelligent career choices based on their aptitudes and interests," Hamilton said.



Waiting to pin on the recruiter badge, new recruiters listen as CSM Ernest H. Hickie, USAREC's command sergeant major, welcomes them to recruiting. This is the first graduating class since the Recruiting and Retention School moved from Fort Benjamin Harrison, Ind., to Fort Jackson, S.C. (Photo by Vernetta Garcia)

## New Recruit Survey (Regular Army) 1995

The youth population that forms the recruiting market for the armed services consists of groups of individuals who find themselves with major life course altering decisions everyday. This analysis focuses on those youths who have decided to make the US Army their choice.

Our analysis instrument, the 1995 New Recruit Survey (NRS), measures attitudes and the perceived value of Army programs before applicants develop strong opinions about Army life. The survey captures this information close to the decision point. The NRS is administered as part of the Military Entrance Processing Station (MEPS) in-processing to all who enlist into the Delayed Entry Program (DEP).

The objective of this survey is to identify the dominant factors that influence the enlistment decision. The factors examined include: enlistment propensity, motivation for enlistment, key influencers, and the role of the recruiter.

### Enlistment Propensity

The FY95 NRS indicates a bottoming out of the downward trend in walk-in traffic. Prospect initiation continues to be the primary method of contact with an Army recruiter, while recruiter initiation continues a 4-year increase (see Chart 1).

### Motivation for Enlistment

Money for college and skill training are still the two primary reasons for enlisting. Of new recruits, 75 percent expect to obtain a college degree. Just over one in 10 new recruits join the Army because of patriotism (see Chart 2).

### Key Influencers

Parents are the most supportive influencers in the decision to join the Army and friends are the least supportive. Friends are almost twice as likely to oppose the new recruit's enlistment decision. This means that recruiters need to continue to work

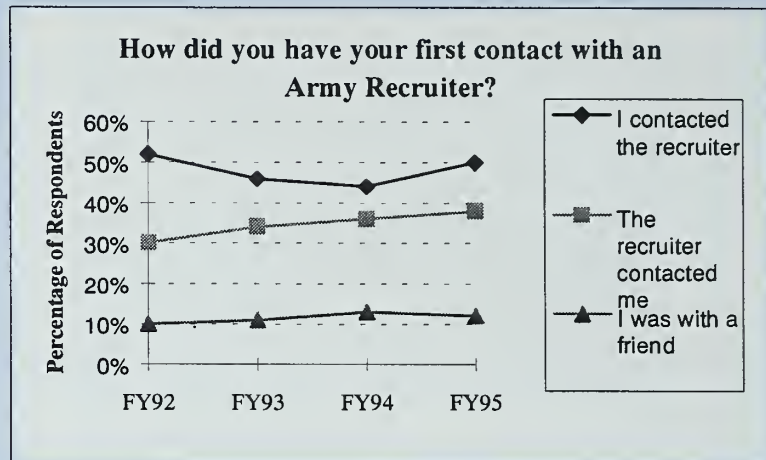


Chart 1

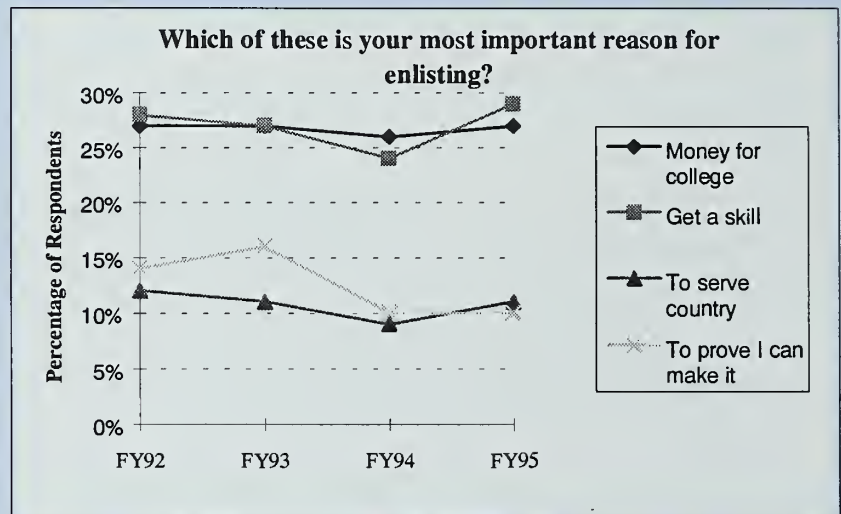


Chart 2

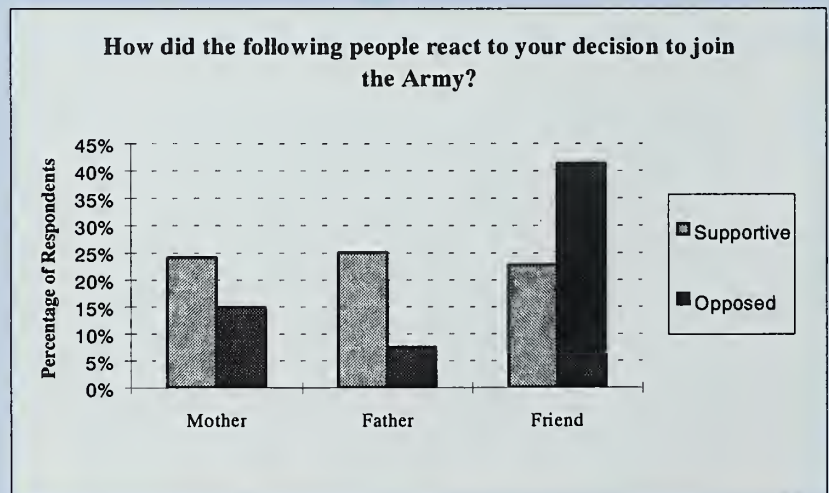


Chart 3



the parents to help land the prospect, and that they need to prepare the prospect for the negative feedback he/she will be getting from friends. (See Chart 3.)

Recruiters also need to emphasize referrals from their recruits. Almost three-fourths of new recruits would tell their friends that seeing a recruiter is a good idea (see Chart 4), while only 12 percent of new recruits first made contact with a recruiter while accompanying a friend (as shown above in Chart 1). Information received from a friend was important to 59 percent of new recruits in their decision to talk to a recruiter (Chart 5). The new recruit's positive attitude towards his own enlistment should be put to good use by recruiters and could pay big dividends in referrals.

## Role of the Recruiter (Chart 5)

The personal interest of the recruiter continues to be the most important factor in a new recruit's decision to consider joining the Army. Additionally, the perceived importance of mail advertising has made a dramatic increase from last year. In FY94, only 27 percent of the new recruits considered information they received in the mail as important in their decision making process versus the 63 percent in FY95.

## The FY96 New Recruit Survey

The FY96 version of the New Recruit Survey is out. We made several changes to improve upon the FY95 survey based on input from the field and the other directorates here at headquarters. The information gleaned from the survey is a valuable tool in our recruiting efforts, so it is essential that Guidance Counselors continue to send completed surveys from the newly contracted recruits to us. We are constantly looking for ways to improve our survey. If you have any comments or suggestions, please let us know. Our address and phone number are printed on the front of the survey forms.

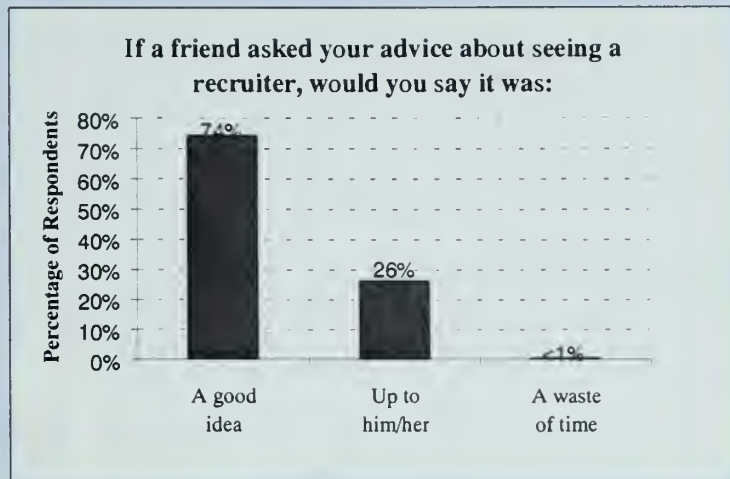


Chart 4

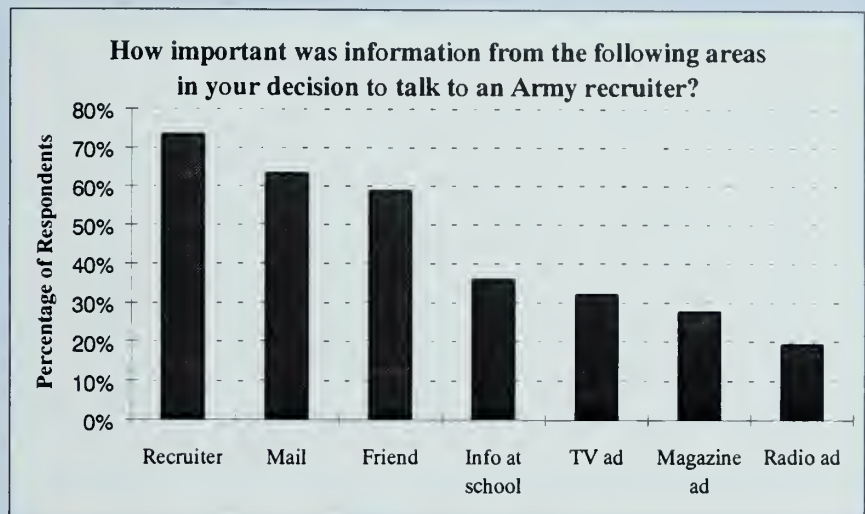


Chart 5

## Conclusions

The decline in walk in traffic seems to be leveling out, but prospect initiation is still the primary method of initial contact with a recruiter. Recruiters must emphasize the opportunities afforded by the Army. The majority of prospects are still looking to build their futures by getting money for college and skill training. Parents continue to be the biggest positive influencers in the applicant's enlistment decision making process. Recruiters must exploit that relationship and continue to sell the Army to the parents in order to help

land the prospect. Additionally, the recruiter needs to prepare the prospect for the negative feedback that he or she is going to encounter from friends, who constitute the biggest group of negative influencers. Most new recruits have a positive attitude about their decision to enlist, and most feel that information from a friend was important in their decision to see a recruiter. Recruiters could see big dividends by utilizing this positive attitude and the applicant's relationship with his or her friends in getting the applicant to make referrals.

# Climbing the QOL mountain

by LTC Mike Garrett  
HQ USAREC Personnel

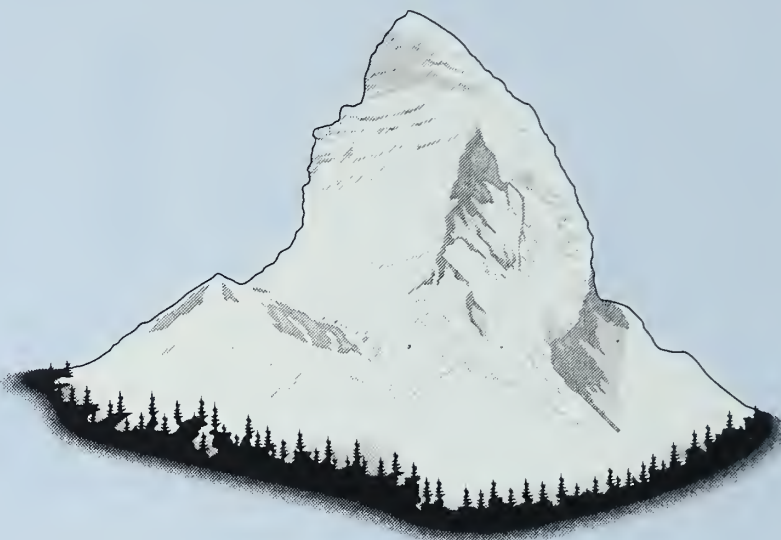
**I**t's time to pause from climbing the mountain and let you know what's happening in the quality of life battle. We have truly embraced the concept of a non-linear battlefield and are attacking in all directions at once. Hopefully we'll keep the friendly fire casualties to a minimum.

The Army Family Action Plan (AFAP) Planning Conference was held Oct. 23-27 in Washington, DC. USAREC was represented by Alease Gilbert (1st Brigade), Margaret Holstead (2d Brigade), Charlene Townsend (3d Brigade), Karie Larson (5th Brigade), SGT Thomas Bray (6th Brigade), and Marty Skulas (HQ USAREC). The ten quality of life issues developed at the USAREC Family Symposium were submitted for consideration and four were selected for action:

1. Recalculate variable housing allowance (VHA),
2. Eliminate CHAMPUS maximum allowable charge limit for active duty soldier's medical care,
3. Require TRICARE Prime/Extra at all locations or waive deductibles on TRICARE Standard,
4. Extend on-going treatment under Family Dental Plan after separation.

We will continue to work on *all* of the issues, either at USAREC or HQDA level.

I attended a Joint Quality of Life Committee meeting at the Pentagon, Nov. 27-29. Representatives from the Air Force, Navy, Marines, Coast Guard, and Office of the Secretary of Defense (OSD) met to discuss joint quality of life issues centering on child care, housing, and medical care. OSD is working to make spaces available for USAREC families in child care facilities operated by other government agencies, such as General Services Administration (GSA),



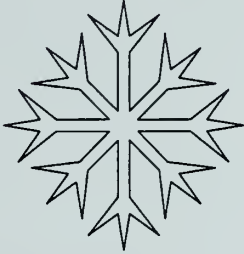
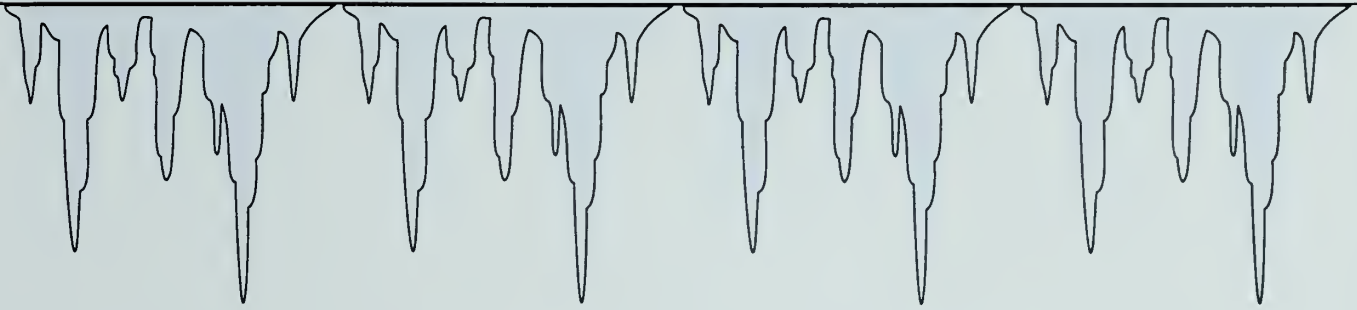
at prices comparable to those paid at military installation. OSD is also looking at the possibility of a corporate contract between OSD and a national child care chain, such as Kinder Care, to provide spaces for military personnel at military installation prices. This will not solve our child care problems, but it will, at least, put USAREC families closer to an equal basis with those living near an installation.

In the housing area, OSD is evaluating a Navy methodology for leased family housing that might be used for all of the services. The problem, as always, is how to pay for and execute the program.

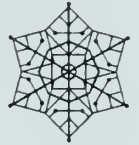
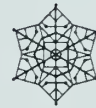
A related issue was VHA and continental United States cost-of-living allowance (CONUS COLA). OSD is looking into alternative methods of computing VHA and CONUS COLA; they recognize that the current system is not helping soldiers as it should. OSD is developing a medical policy for remotely-assigned personnel that will address the problems with medical care. The proposal looks promising, but we will have to wait for the coordination process to run its long and torturous course through the Pentagon.

We are working hard for you, trying to make life better for all USAREC families. We are trying to "think out of the box" for solutions to our quality of life issues. Well, it's time to get back to climbing that mountain!



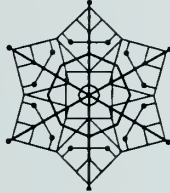


# Driving in Snow and Ice



by Mickey Gattis,  
USAREC Safety Office

There's nothing more beautiful than a blanket of new-fallen snow. Unless, of course, recruiters are driving in it. Winter snow and ice pose special problems for even the most experienced driver. Recruiters need to take a few moments to learn these basic rules of winter driving safety. When you're prepared for winter driving emergencies, you'll be able to say, "Let it snow, let it snow" — and mean it!



## Winterize Your Car

When the weather turns frosty, prepare your car for the season — get a complete tune-up. Ask your mechanic to test the brakes, the battery, and the exhaust system; to check fluid level; to add antifreeze; and to switch your oil to a winter weight. Install snow tires on drive wheels, and be sure to carry emergency tools and warning devices in your trunk: sand, salt, a shovel, snow chains, a snow-scraper/brush, booster cables, blankets, a flashlight and road flares or a portable warning light.

## What To Do If You Skid

The primary problem faced by recruiters is skidding on slick roads. If your GOV or POV should skid, take your foot off the accelerator and gently turn the steering wheel in the direction that you want the front wheels to go. Turn with steady rather than jerky motions. Only if you're skilled at "threshold braking," holding your brakes just short of locking up, should you use your brakes while skidding. If you're still unable to regain control, try

steering into a snow bank to help you stop.

## What To Do If You're Stuck

An equally common problem is getting stuck in the snow. Your wheels spin but your car goes nowhere. This is when emergency equipment is most important. Don't continue to spin your wheels; you'll only wind up in a deeper rut. Instead, pour sand, salt or gravel around the drive wheels to give them something to grab onto and improve traction. You can also shovel snow away from the wheels and out from under the car to clear a pathway.

## Some General Guidelines

Whenever driving conditions are less than ideal, it pays to be cautious. Drive slowly, test your brakes frequently, and never tailgate.

Make sure that the windshield and the rear window are clear and that wipers and defrosters are in good working condition. Use low gears when traveling on slick surfaces (especially hills) to give added traction. Listen to weather forecasts and, if weather and visibility are hazardous, stay home!



## Force Support Package

The Force Support Package (FSP) concept has replaced the Contingency Force Pool

(CFP) for identifying high priority USAR units. There are two levels, identified as FSP I and FSP II. The FSP units have been selected to provide support units for one Major Regional Conflict (MRC). The CFP provided support units for a two-MRC scenario. The primary reasons behind the shift to FSP are changes in doctrinal philosophy for deploying USAR units and the reduction in available funding. The FSP consists of 241 units that were previously CFP, and 109 unit that were previously not CFP. These 350 units perform missions and requirements that do not exist in the Regular Army (RA) structure, or that supplement the missions performed by RA units. While there are currently no direct relationships with RA units, this does not preclude alignments in the future.

The implementation date of the Force Support Package was 1 December 95. The impact of that action on USAREC is significant, primarily due to the pending changes to the Recruit Quota System (REQUEST). Although a new Recruiting Market Analysis (RMA) at the USAREC level is not warranted, RMA's at the battalion level and below may be necessary. There are potential problems with recruiter/market /vacancies alignment in some areas. Also, there are resource implications involved in our support of the FSP concept and shifting some local advertising may be necessary. These problems need to be quickly identified and resolved at the lowest possible level. Issues which can not be resolved locally should be raised to the next level. At this time we are awaiting the final

breakdown of units in FSP I and FSP II. The information will be released to the field immediately upon receipt.

Readiness of FSP units is critical: these units need to attain high readiness ratings in personnel and overall (hint: *think operational*). The deployment of units in support of the Bosnia peacekeeping mission increases the urgency. The CFP units were permitted to fill to 125 percent of authorized strength and we expect this policy to continue under FSP. The aggregate strength of the 350 units is presently at 102.5 percent of authorized strength, but some units are better off than others. Ninety-seven of these units are below the minimum required 95 percent strength level. It appears that isolated units and units within separate commands need the most help. The issue is being worked at the USARC; they are in the process of sorting out the requirements of each unit.

It is essential that USAREC elements and field recruiters maintain close working relationships with these units and their command structures to ensure we provide the strength where it is most critically needed. We'll keep you advised of further developments.

## DataQuery

DataQuery is a powerful, easy to use tool for accessing the most up-to-date information from the ARPERCEN (PERNET) Database. Each USAR Battalion Operations Section can access an IRR to TPU applicant's Prior Service Data File by inputting the SSN into DataQuery.

The Battalion Operations Sergeant uses the information from DataQuery to evaluate the transfer eligibility of the IRR to TPU applicant. A printout of the DataQuery is then placed in the

soldier's battalion residual file as part of the transfer packet.

Other functions of DataQuery include USAREC-GRID, USAREC-RECRUIT, USAREC-VACANT and UNIT-VACANCY.

USAREC-GRID is designed to give the grid coordinates of a specific zip code. This query may be used to determine a specific unit's fifty-mile radius or a soldier's fifty-mile radius limit. Simply enter the zip code of the soldier or the unit where you would like to fill a vacancy.

USAREC-RECRUIT is designed to give you a list of soldiers who meet the parameters of your customized query. By entering the specific MOS, grade level(s) to be filled and the grid coordinates of the zip code, battalions can develop their own VACPOT — real-time (or darn near it!).

USAREC-VACANT is designed to give you a list of unit vacancies within the parameters of your query. By entering the specific MOS to be filled and the grid coordinates of the zip code, you can help place a soldier or develop a current list of critical vacancies in your area.

UNIT-VACANCY is designed to give you a list of vacancies within a specific unit. By entering a unit identification code and specific MOS, you can identify your local TPU commanders' critical concerns.

## Forms

Recently, a recruiter-produced form surfaced as part of an investigation. This a reminder that USAREC Pam 25-30, page 2, paragraph 6d and USAREC Regulation 600-25, page 3, paragraph 2-12a state that recruiters are not authorized to develop or use unauthorized forms. This particular form was obviously misleading.



1. Prospecting is broken down into two general categories. What are they?

- a. Telephone prospecting, Face to face prospecting
- b. Telephone prospecting, Referrals
- c. Face to face prospecting, Referrals
- d. Referrals, Leads

2. USAREC Fm 815 (Nurse School Folder) will be initiated on what date?

- a. 1 June or the next available work day
- b. 15 July
- c. 1 July or the next available work day
- d. 1Aug

3. RNs who have malpractice suits pending are eligible for enlistment.

- a. True
- b. False

4. To qualify for participation in HRAP soldiers must not be more than 25 years of age.

- a. True
- b. False

5. What form is used by the RS commander as a means to manage the DEP and DTP enlistee pool?

- a. USAREC Fm 818
- b. USAREC Fm 611
- c. USAREC Fm 636A
- d. USAREC Fm762

6. Performance review is the process recruiters and station commanders use to evaluate prospecting and \_\_\_\_\_.

- a. Lead sources
- b. Time management
- c. Processing activities
- d. School programs

7. A PS applicant who exceeds the age criteria for enlistment into the USAR is eligible for enlistment .

- a. True
- b. False
- c. Waiver must be submitted

8. If an applicant was on parole, probation, or suspended sentence, a waiting period of \_\_\_\_\_ after the period of civil restraint has been concluded is required before processing or a waiver can be submitted.

- a. 35 days
- b. 40 days
- c. 20 days
- d. 30 days

9. The monthly and quarterly missions will be posted to USAREC Fm 711-3 within \_\_\_\_\_ working days following mission receipt.

- a. 5
- b. 10
- c. 2
- d. 15

10. USAREC Fm 762, Lead Source Analysis Sheet, provides the RS Commander with a method of evaluating \_\_\_\_\_ in relation to specific market segments.

- a. Prospecting proficiency
- b. Sales proficiency
- c. Face to face proficiency
- d. Referral proficiency

11. RS Commander will accompany their recruiters to their assigned schools at least \_\_\_\_\_.

- a. Once a year
- b. Once a month
- c. Once every 6 months
- d. Once a week

12. The MEPS commander may require an applicant to re-test when there is a score difference of \_\_\_\_\_ or more percentile points between the AFQT score on a retest of the previous AFQT.

- a. 15
- b. 10
- c. 30
- d. 20

13. When applying a pressure dressing, it should be applied over the dressing for \_\_\_\_ to \_\_\_\_ minutes.

- a. 5,10
- b. 10,15
- c. 15,20
- d. 20,25

14. When treating someone for frost bite, you should expose the injury to any extreme heat source.

- a. True
- b. False

***The answers to this month's Test can be found on the inside back cover.***

# Success 2000

The following is a list by battalion of the recruiting stations to box prior to 14 Nov 95.

## *1st Brigade*

### **ALBANY**

Kaiserslautern RS  
Torrington RS  
Middletown RS  
Greenfield RS  
Milford RS  
Barre RS  
Newport RS

### **BALTIMORE**

Lexington Park RS

### **NEW ENGLAND**

Salem RS  
Farmington RS  
Waltham RS  
New Bedford RS

### **PHILADELPHIA**

Pottstown RS  
Glassboro RS  
Easton RS  
Vinland RS  
Philadelphia West RS  
Sellersville RS

### **BECKLEY**

Richmond West RS

## *2d Brigade*

### **ATLANTA**

Dalton RS  
Americus RS

### **COLUMBIA**

Lancaster RS

### **JACKSONVILLE**

Brunswick RS  
Tifton RS

### **MIAMI**

St Croix RS

### **MONTGOMERY**

Birmingham Downtown RS

### **NASHVILLE**

Maryville RS

### **RALEIGH**

Burlington RS  
Henderson RS  
Eden RS  
Whiteville RS



### **TAMPA**

Naples RS  
Colonial RS  
Temple Terrace RS  
Lakeland RS  
Pinellas RS

## *3d Brigade*

### **CLEVELAND**

Ashtabula RS

### **COLUMBUS**

Portsmouth RS

### **GREAT LAKES**

Alpena RS  
Portage RS  
Wyoming RS  
Royal Oak RS

### **MINNEAPOLIS**

Dickinson RS  
Brookings RS  
Watertown RS  
Rochester RS

## *5th Brigade*

### **DALLAS**

Sherman RS  
Mason City RS

### **HOUSTON**

Galveston RS  
Palestine RS

### **KANSAS CITY**

Ava RS  
Joplin RS  
Westport RS

### **NEW ORLEANS**

Crowley RS  
Chalmette RS

### **OKLAHOMA CITY**

Bartlesville RS  
Poteau RS  
Mountain Home RS

### **SAN ANTONIO**

Kerrville RS

### **ST. LOUIS**

Effingham RS  
Waynesville RS

## *6th Brigade*

### **DENVER**

Westminster RS  
Cheyenne RS

### **LOS ANGELES**

Crenshaw RS  
Santa Clarita RS  
Los Angeles RS

### **PHOENIX**

Clovis RS  
Gallup RS  
Hobbs RS  
Broadway RS  
Green Valley RS

### **PORTLAND**

Redding RS

### **SALT LAKE CITY**

Ontario RS

### **SEATTLE**

Walla Walla RS



# *Rings Rings Rings*

## **ATLANTA**

SFC Diana Connell  
SFC Dominic Menefield  
SFC Terry Nowland

## **DES MOINES**

MSG Daniel G. Kuester

## **HOUSTON**

SFC Edward K. Grayson

## **KANSAS CITY**

SFC Edward N. Nesbitt

## **NEW ENGLAND**

SFC James J. Graham

## **PHILADELPHIA**

SSG Andrew Abram

## **SACRAMENTO**

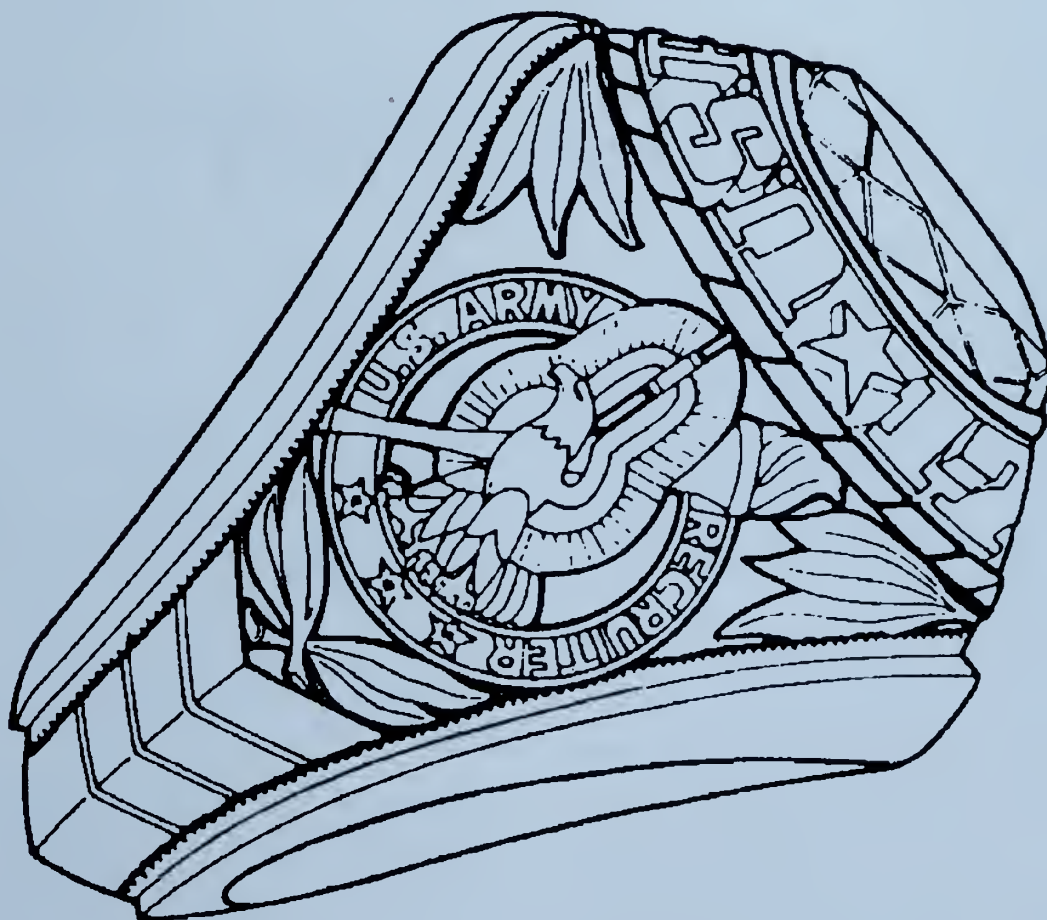
SFC Terry E. Hunter  
SSG John Q. Titano

## **SALT LAKE CITY**

SFC Mark A. Finney

## **HQ USAREC-RO**

SSG Gilbert D. Pacheco Jr.



## ATLANTA

SSG Javier Cruzcolon  
SFC Cassandra Rice  
SSG Allen Vaughn  
SGT Cedric Thomas  
SGT Steven Pullins  
SSG Sammie Swain  
SSG Hallford Thomas  
SFC C. Whitehead  
SSG Frederick Amos

## COLUMBIA

SGT Jaime Gaitan  
SSG Jeffery Bullerdick  
SGT Mario Nunes  
SSG Darryl McVay  
SSG Daniel Booher  
SGT Timothy Stevens

## GREAT LAKES

SGT David Guy  
SGT Robert Bates  
SSG Phyllis Schropshire  
SSG Mark Jennings  
SSG Clement Gray  
SGT John Drum  
SSG John Cox  
SGT Kevin Devoe  
SGT M. Stobart

## HOUSTON

SFC James Pierce

## INDIANAPOLIS

SSG Steven Sherbert  
SSG Donald Tripp  
SSG Timothy Lind  
SFC Brian Fahl  
SSG Kent Stage

## JACKSONVILLE

SSG Jeanette Cooper  
SGT Benjamin Murray

## KANSAS CITY

SSG Travis Tetreault  
SSG William Meadows  
SSG Michael Aikins



## PHILADELPHIA

SFC Aaron Issacs  
SSG Andre Frame  
SGT Troy Taylor  
SSG Johnnie Waters

## PITTSBURGH

SGT Susie Kaltenbaugh

## PORTLAND

SSG Arthur Lester

## RALEIGH

SSG Bryan Crutcher

## SACRAMENTO

SSG Fredrick May  
SSG Paul Taylor  
SSG Frankie Cruz  
SFC James Stinson  
SGT Fredrick Manuta  
SSG Martin Steel

## SALT LAKE CITY

SSG Allen Gunoe  
SFC James McCrum  
SSG Jack Plymale  
SFC Scott Kibler

## TAMPA

SFC Kevin Pope  
SSG Casey Jones  
SSG William Ballard  
SFC Torres -Melendez  
SGT M. Rivera -Ayala

SGT Michael Kowalski  
SGT James Bowman

## NEW ENGLAND

SSG William Harvey

## NEW ORLEANS

SSG Glenn Sikes  
SSG Terry Wydra  
SSG Jeffrey Miller  
SFC Patrick Troxler  
SSG Daniel Mercanton  
SGT Jerry Toussaint  
SFC Robert Roundtree

## LOS ANGELES

SSG Merle Collard  
SSG S. Chapman  
SSG Julio Rodriguez  
-Morales  
SSG C. Santa -Curz  
SSG James O'Connor

## MIAMI

SSG Francisco Rivera

## MINNEAPOLIS

SFC Howard Vold  
SSG Jeffrey Griffith  
SSG Michael Miller  
SGT Troy Doese

## NEW YORK CITY

SGT Yung D'Antonio  
SSG Douglas Monroe

## OKLAHOMA CITY

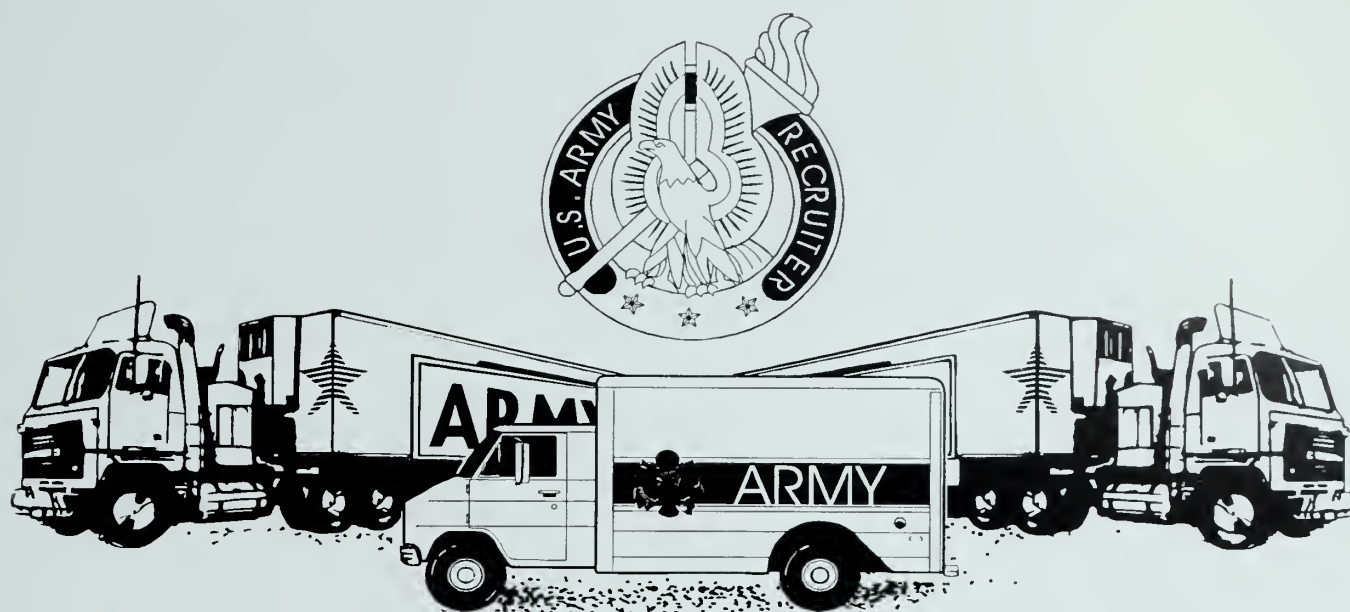
SGT Willie Martin

## NASHVILLE

SGT Tony Jones  
SSG David Myers

# Badges





# RECRUITING SUPPORT BATTALION

## FEBRUARY

### Cinema Vans

ATLANTA, 27 Feb - 8 Mar  
BALTIMORE, 27 Feb - 1 Mar  
CLEVELAND, 27-29 Feb  
DALLAS, 27 Feb - 4 Mar  
KANSAS CITY, 27 Feb - 14 Mar  
SALT LAKE CITY, 7 Feb - 25 Mar  
SOUTHERN CALIFORNIA,  
27 Feb - 25 Mar

### Cinema Pod

ALBANY, 27 Feb - 14 Mar  
BALTIMORE, 27 Feb - 15 Mar  
CHICAGO, 27 Feb  
COLUMBIA, 27 Feb - 15 Mar  
LOS ANGELES, 27 Feb - 7 Mar

MONTGOMERY, 27 Feb - 8 Mar

### ADVENTURE VAN

PHOENIX, 27 Feb - 5 Mar

## MARCH

### Cinema Vans

DES MOINES, 18 - 25 Mar  
GREAT LAKES, 25 Mar  
HARRISBURG, 19 - 25 Mar  
INDIANAPOLIS, 5 - 22 Mar  
MONTGOMERY, 12 - 22 Mar  
NEW ORLEANS, 12 - 25 Mar  
PHILADELPHIA, 5 - 15 Mar

### Cinema Pod

CLEVELAND, 1 - 25 Mar  
DES MOINES, 13 - 25 Mar  
JACKSONVILLE, 12 - 25 Mar  
MILWAUKEE, 1 - 25 Mar  
NASHVILLE, 19 - 25 Mar  
NEW YORK CITY, 19 - 25 Mar  
OKLAHOMA, 1 - 9 Mar  
PITTSBURGH, 19 - 25 Mar  
SACRAMENTO, 11 - 25 Mar

### Adventure Van

DALLAS, 8 - 15 Mar  
DES MOINES, 25 Mar  
KANSAS CITY, 18 - 22 Mar  
PHOENIX, 27 Feb - 5 Mar

## Answers to the Test

1. a, USAREC Reg 350-6, para 3-7
2. c, USAREC Reg 350-6, Appendix C-4
3. b, USAREC Reg 601-37, para 4-10
4. a, USAREC Reg 601-103, para 6-f
5. b, USAREC Reg 350-7, Appendix J-1
6. c, USAREC Reg 350-6, para 2-3
7. c, AR 601-210, para 4-14b
8. d, AR 601-210, para 4-37,b,(1)
9. a, USAREC Reg 350-7, Appendix C-3
10. b, USAREC Reg 350-7, Appendix N-1
11. a, USAREC Reg 350-7, para 4-18
12. d, USAREC Reg 350-7, Appendix 4-18
13. a, STP 21-1, page 226
14. b, STP 21-1, page 507



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